

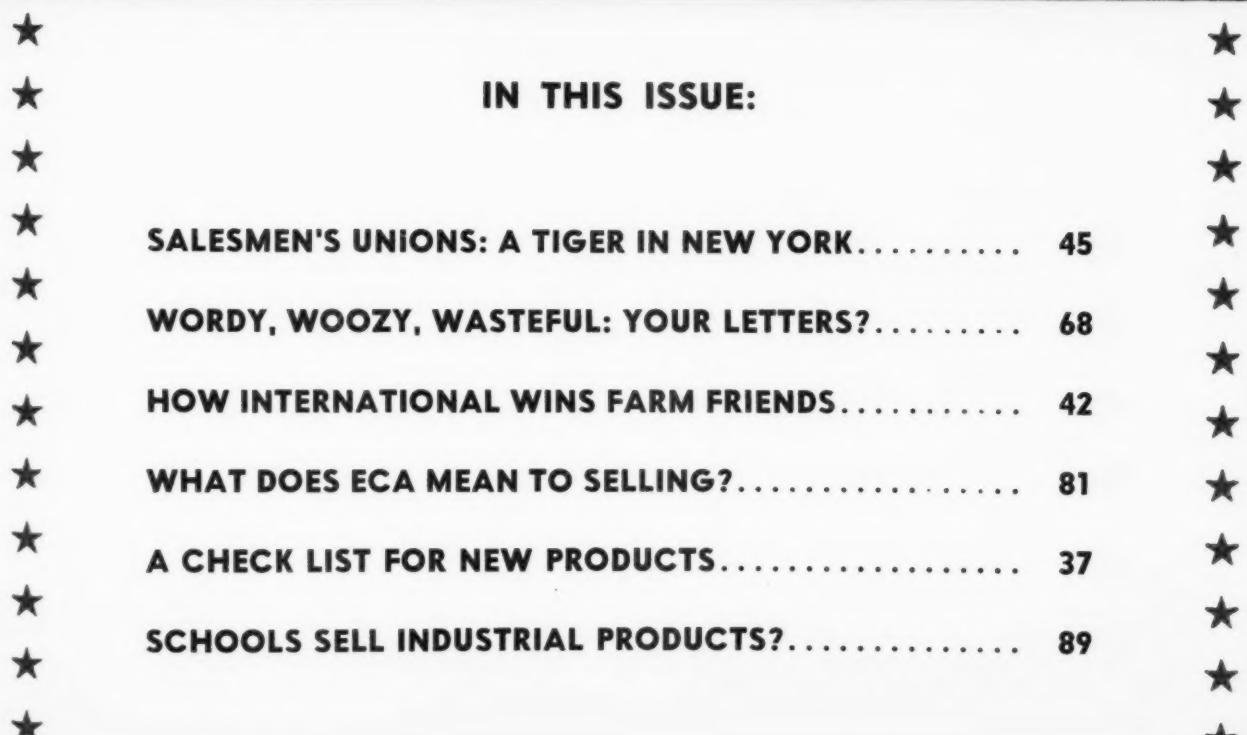
SalesManagement

THE MAGAZINE OF MARKETING



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MAY 1, 1949



TWENTY-FIVE CENTS



*And then, I suppose, you lure him
through the Canal to the West Coast!*

Judson: Well, that's what I had in mind. It's a great publicity gag to impress dealers.

Chairman: But, Judson, how many times do I have to tell you that what we're trying to do is to build up a steady demand for our product. You can't move goods without *advertising continuity*.

Judson: But this fellow *looks* continuous—and Rome wasn't built in a day, as the man says.

Chairman: No, and a sound business isn't built by ideas like this one.

It's done by selecting a good sound market like the 1,800,000 REDBOOK families—with a record of having purchased products like ours regularly. They'll

buy our product if we tell 'em how good it is—and keep on telling 'em—every month in the year. Full pages every month cost only \$44,100—that's my idea of continuity!

Have you ever figured out what it means to have the 1,800,000 REDBOOK families buying our product regularly? Quite a business, isn't it? They've got **SIX BILLION DOLLARS** to spend, and the majority of them are under 35, so they spend it. Why don't we start telling 'em in REDBOOK.



REDBOOK

444 Madison Avenue, New York 22, N. Y.

During the first three months of 1948

The Evening Bulletin

in Philadelphia carried

More RETAIL ADVERTISING

More DEPARTMENT STORE ADVERTISING

More NATIONAL ADVERTISING

More AUTOMOTIVE ADVERTISING

More TOTAL DISPLAY ADVERTISING

More TOTAL ADVERTISING

than any other Philadelphia daily newspaper

HERE ARE THE FIGURES*

3 MONTHS, JANUARY TO MARCH, 1948

	Evening Bulletin	Second Paper	Bulletin Leadership
RETAIL	3,061,567	2,735,806	325,761
DEPARTMENT STORE	1,179,963	1,139,714	40,249
NATIONAL	752,111	595,905	156,206
AUTOMOTIVE	144,043	98,920	45,123
TOTAL DISPLAY	4,045,878	3,570,305	475,573
TOTAL	4,969,513	4,885,370	84,143

*SOURCE—MEDIA RECORDS

**In March, 1948, The Evening Bulletin Lineage
Leadership Was Even More Outstanding**

	Evening Bulletin	Second Paper	Bulletin Leadership
RETAIL	1,254,303	1,028,747	225,556
DEPARTMENT STORE	495,727	410,091	85,636
NATIONAL	302,975	223,346	79,629
AUTOMOTIVE	56,698	39,825	16,873
TOTAL DISPLAY	1,639,537	1,333,034	306,503
TOTAL	7,974,378	7,800,171	174,507

In Philadelphia . . . Nearly Everybody Reads The Bulletin

EVENING AND SUNDAY

Sales Management

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from the Robert Riskin Picture **MAGIC TOWN** starring James Stewart.
An RKO Radio release.—A Story of the typical American home town.

Future of the Nation

Tomorrow's leaders come from families with today's advantages. Families who run the stores and businesses, lead in their communities, keep up with the news.

Readership of news magazines is a sure guide to the better people everywhere.

In the nation's home towns the news readers are invariably the people who count. Naturally, as much as city dwellers, they need news reports—prefer **PATHFINDER** for its sane, human quality. 98 per cent of **PATHFINDER**'s million leader-reader families are regular home subscribers.

Remember they are also the leaders in America's wealthiest trading centers where the farm cash income comes to market.

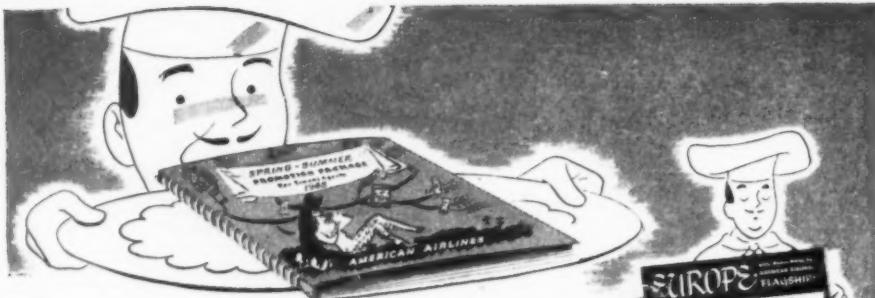
PATHFINDER is becoming a great force in American life today.

GRAHAM PATTERSON, President
also publisher of **FARM JOURNAL**
Biggest in the Country

Pathfinder



America's SECOND LARGEST News Magazine



BLUE PLATE SPECIAL- Cooked-for-Orders

Travel agents serving client American Airlines needn't take pot luck. Not when it comes to getting their *promotional* proteins. Witness the done-to-a-turn array of booklets and folders shown here—each a *pièce de résistance* in its own right, yet each but a portion of a compact seasonal promotion portfolio. All of which works to the mutual advantage of TA's and AA.

Current combination includes colorful and helpful material on Spring-Summer air travel to Europe, Mexico and California. Planned and produced by Dickie-Raymond according to the known appetites of travel agents, all these items—or any of them—are theirs for the ordering. And if past performances are any criterion, this best-ever bill of fare should bring a record number of requests.

* * * * *

Whether you need an all-inclusive sales promotion or direct advertising program, or just a single booklet, folder, or sales letter, chances are you could benefit from our quarter-century of experience in using specialized techniques. Write on your business letterhead for a copy of "Things Every Sales Executive Should Know About Dickie-Raymond."



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May 1, 1948 Volume 60 No. 9



SALES MANAGEMENT



*You're Looking at
the Newspaper Washingtonians
Rely On*

In Washington where national news is local news, nationally prominent figures—and just home folks—look to The Star for reliable reporting. Strict adherence to the truth is reflected in absence of bias, in headlines that are *non-sensational*, complete, and fair. *Washingtonians depend on The Star.*

That's one of the many good reasons why advertisers consistently buy more lineage in The Star than in any other Washington paper.

National advertisers who choose The Star get a fair hearing in the newspaper with reader-confidence inspired by 95 years of publishing integrity.

The Washington Star

Washington, D. C.

Represented nationally by

DAN A. CARROLL, 110 E. 42ND ST., NYC 17

THE JOHN E. LUTZ CO., TRIBUNE TOWER, CHICAGO 11



W

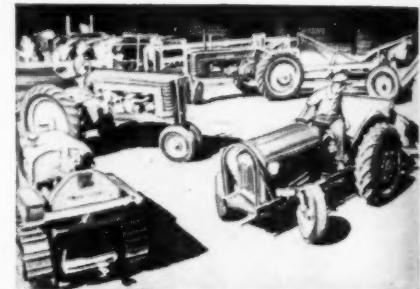
ILLIAM PENN granted the land to the first Brubaker in 1717. And Brubakers, man and boy, have tilled it and kept it fertile ever since.

Today the farming methods of Levi Brubaker and his son Aaron are among the most modern in the country. The principles they farm by are as sound as nature's. Big crops make the land better, they say—if you repay the soil with its just return.

From the fields the Brubakers take 20,000 bushels of potatoes and bumper crops of corn, tobacco, wheat and hay. For the market they raise broilers and turkeys, keep a big laying flock and fatten steers and hogs.

For these worthy people, good farming is good living. It is a way of life full of work to be done—well . . . a life too busy for petty cares, too complete for discontent.

The Brubakers are a Country Gentleman family whose story, in detail, goes to Country Gentleman's 2,300,000 subscribers in the May issue. It is an inspiring addition to the Good Farming-Good Living series—true pictures of Country Gentleman families who have found satisfaction and success in their life on the land.



1. FOUR TRACTORS, corn picker, hay baler and other up-to-date machines work the farm. In the huge barn, electric motors are used for ventilation, pumps, saw, grain elevators, hay drying, hammer mill.



3. BUILT IN 1812, since remodeled, the big, solid house has 12 rooms, 2 baths, is heated by an automatic oil burner. Mrs. Brubaker has an electric range, refrigerator, mangle, washing machine, kitchen mixer.

The best people in

turn to Country Gentleman for

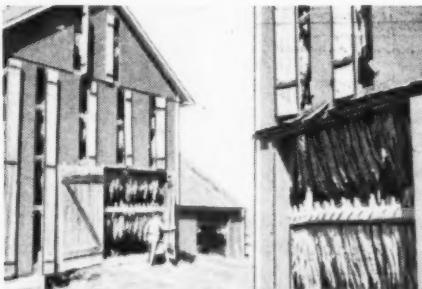
SALES MANAGEMENT

Happiness from the Land

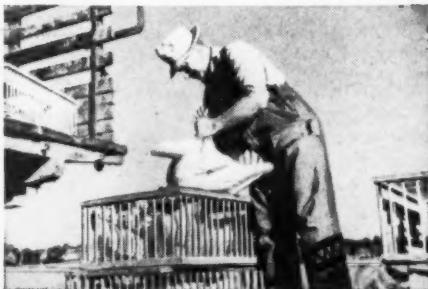
*To the Brubakers of Lancaster County, Pa.,
good farming in itself is as satisfying as the good living
they get from their 231-year-old farm.*



2. 200 BEEF cattle were brought in this year for feeding. Grade Herefords are usually bought, sometimes Black Angus. Meat animals are an important part of Brubaker's program of diversification.



3. TOBACCO is another valuable diversifying crop. The Brubakers raise a high grade—85% wrapper, 15% filler. Here the slats of the storage barn have been opened for ventilation after damp weather.



4. POULTRY is an essential part of the Brubaker economy. They raise 12,000 to 15,000 broilers, 500 turkeys a year—maintain a laying flock of 2500 White Leghorns—use modern buildings and methods.



6. VISITORS come often to talk farming and family. Here Son Aaron with his wife and children entertain friends at dinner. Aaron's boy, the dark-haired lad at the left, says, "We have lots of good things to eat."



7. THE BRUBAKERS take produce, scrubbed and spotless, to the famed Lancaster market—store their own supply of fruit, vegetables and meat in the home freezer or in a locker in Lancaster.



8. LEVI BRUBAKER takes keen interest in his grandson's progress—sees him following the family tradition. As it has for more than two centuries, good farming and good living will go on in Lancaster County.

The Country



Better Farming, Better Living

MAY 1, 1948

The Human Side

TOO MANY COOKS

The sales boys at General Foods—the Institution sales boys—are running into difficulties at home these evenings. Time was when these salesmen were perfectly normal men: Home on the 5:15, key in the front door, an "anybody-at-home?," and the inevitable note, "Playing Bridge at Myrtle's. Dinner will be late."

There've been some nasty changes made. Everything up to the point of the inevitable-note is the same. But nowadays the Note merely says, "Start getting dinner, you lug."

It all began when General Foods decided its Institutional salesmen were getting left on a cold burner when matrons and housekeepers along the sales route asked embarrassing questions about the cooking time for tapioca or the best way for brewing coffee. General Foods fixed that right up—by inaugurating Cooking for Salesmen. These afternoons the boys, like sheep being led to the slaughter, appear at the big G. F. test kitchen, 10 floors above the Park Avenue asphalt, and climb into large white aprons. From there on, until teacher is satisfied, they are Mess Sergeants with the Top Brass in the form of the ladies who man the kitchen as recipe testers for the company. And the boys don't graduate, mind you, until they can make a creamy tapioca, a pot of clear, heady Maxwell House coffee. That ain't all. They have to be able to run up a mess, a perfect mess (no offense meant to the boys), of the whole gamut of General Foods products. By the time "teacher" pronounces them proficient they're able to go into anybody's kitchen without kibitzers wondering vaguely about ptomaine.

Furthermore, if the Little Woman at home is thinking of throwing a luncheon for the Garden Club, Papa is her dish—figuratively if not literally. For these General Foods salesmen must learn not only to prepare the tapioca, *et al.*, but prepare it for as many as 200 people!

These General Foods ladies, who have suffered the salesmen to enter their domain, are hard taskmasters. Take a look at our picture. The poor male whose tapioca is so obviously in disgrace is Clark Kizzia. Now Mr. K., sales-wise, is no slouch. He's G. F.'s Institution sales manager. But as far as teacher is concerned he ought to have the whole dish dumped on his noggin. Looking on with such evident glee are Charlie Kolb, left, eastern region sales manager, and Wes Parker, G. F. general sales manager. They *look* gleeful. But wait till the teacher stands them in her corner.

Not the least of the trials and tribulations of these long-suffering males who are giving their all, cuisine-wise, are the kibitzers around G.F. It didn't take long for the grapevine to spread word around the halls of



NOW HE'S DONE IT! . . . get a load of the teacher's phiz . . . She's General Foods' Mildred Hearn and she's about reached the limit of her patience with amateur-chef Clark Kizzia. Poor guy.

the company that the cooking ladies upstairs were treat-some of the Top Brass like not-very-bright scullery assistants. And now, every afternoon, there is a mob scene in the halls peering around doors in an effort to get in on the fun.

But the unkindest cut of all was when one gentleman, who for the sake of his pride shall be nameless, ran up what he thought was a beautiful batch of Tapioca and couldn't persuade anyone to sample it!

FIRST AID FOR DODGER FANS

Dem Bums! Most of the time they manage to hit the ball. But sometimes (it's happened) they knock out a fan instead of the ball. And who do you think has gone all-out to protect the grandstand sitters? The Red Cross? Well, you're right . . . part-way right. But in there pitching the first aid is none other than station WHN which resides in New York City, a good home run from Brooklyn. The Brooklyn Chapter of the Red Cross, in between bandage rolling session, had a confab with the radio station and loudly proclaimed that nothing was being done to guarantee a fan will emerge from Ebbets Field with the same number of teeth he had when he went in. The station was touched. Together they came up with a first air manual for Dodger fans, including spectators, "radio listeners" (We thought they'd be safe, anyway), and all Brooklynites—the latter being a group notorious for rushing in where angels fear to tread.

The manual goes by the name of "Care and Protection of Dodger Fans," with a subtitle—added at the last minute by the station, no doubt—"Emergency Treatment of Ebbets Mania." It is, the station assures us, based on



It's easy to FLY your own Family car of the Air!



2. Take the Whole Family and Go! . . . to the ocean, the mountains, wherever you like! You can do it now! For the new Cessna 170 is a roomy, luxurious, 4-place plane . . . at a price thousands can afford. It cruises at well over 120 m.p.h. — has a safe 500-mile range! The interior is as luxurious and comfortable as a fine automobile!



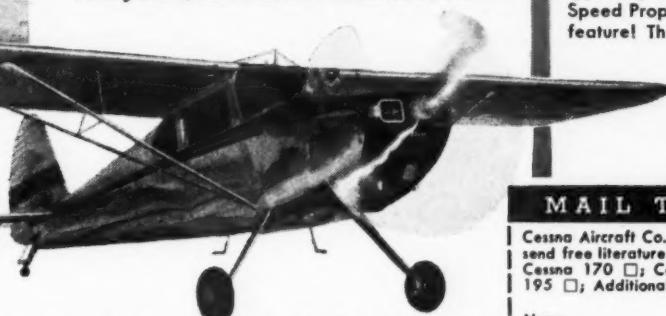
Cessna
170

A 145 H. P. Continental Engine. Top speed—over 140 m.p.h. All-metal structure. Full-range wing flaps. Patented Safety Landing Gear! Wide doors. Wide

1. Dare-Devilish? . . . No! Just for youngsters? . . . No! Here's a plane so stable, so dependable, so easy to fly that almost anyone — be he sixteen or sixty — can learn easily. In no time at all, flying this Cessna is as simple as driving an automobile . . . more relaxing and comfortable, in fact!



3. It Pays for Itself in your business . . . then multiplies week-end and vacation fun! "Road time" is cut to practically nothing — Productive time increased correspondingly! And you can take important customers and associates with you in the *Family Car of the Air!* Ask your Cessna dealer about it . . . now!



foam-rubber seats on No-Sag Springs! Designed for low-cost maintenance. Operating costs per passenger are only a fraction of rail or airline fare! — See it!

Only Cessna Offers A COMPLETE LINE OF PERSONAL PLANES!

No matter what type of plane you're interested in, see your Cessna dealer! Cessna builds the only complete line of all-metal-structure personal planes and the resulting production savings always mean "More for Your Money!"



CESSNA 120-140

Practical 2-place, cross-country planes at light training plane prices! All-metal structure. Patented Safety Landing Gear. Many comfort and safety "extras." The 140 has a 90 H.P. engine and cruises at nicely over 105 m.p.h. The 120 has an 85 H.P. engine and cruises at over 100 m.p.h. Both have ranges of more than 450 miles.



CESSNA 190-195

These planes are luxurious 4-5 place personal or company airliners . . . with airline type engines, Hamilton Standard Constant Speed Propellers, every comfort and safety feature! The 195 has a 300 H.P. Jacobs Engine and cruises at well over 165 m.p.h. The 190 has a 240 H.P. Continental Engine and cruises at over 160 m.p.h. Both have ranges of more than 700 miles.

MAIL THIS COUPON

Cessna Aircraft Co., Dept. SM, Wichita, Kansas. Please send free literature giving complete description of the Cessna 170 ; Cessna 120, 140 ; Cessna 190, 195 ; Additional material for model builders .

Name _____
Street No. _____
City _____
County _____ State _____



the standard Red Cross First Aid textbook and gives medically sound advice on such accidents as overexuberance and sudden shock. The station is graciously making the manual available to the public.

While we had a couple of ideas as to what accidents are likely to befall baseball fans, especially Dodger fans, we dipped into the manual to check our suspicions. Between the covers are sections devoted to treatment for broken arms incurred when falling off one's seat in the excitement of a ninth inning rally; concussions from being pounded on the head by fellow fans with lamentable lack of self-control; dislocated jaws—presumably from opening the mouth widely enough to accommodate a baseball, and apoplexy caused by Dodger-fielding.

The Red Cross gets its licks in with a special urging to "join thousands of safely conscious Brooklynites by taking a Red Cross first aid course."

WHN adds its two-bits worth with an announcement that it will air all Dodger games and that the broadcasts will be sponsored by P. Lorillard Co., and Post Cereals Division of General Foods, Inc.

Our advice to radio listeners of Dodger games is to send for the booklet and be prepared for any eventuality, or—lie on the floor.

"... and it comes out here"

The commercials are out to get you. Recently we told you about the smart huckster who has installed F.M. machines in Ohio busses; presumably when the bus grinds to a halt at a stop light you get a 30-second pep talk on the glories of beer. But now we learn that soda fountains, which already sound like a boiler factory, are going to be livened-up with—yep, commercials.

Lay the blame, or the credit, depending on how you feel about such things, to Pepsi-Cola. There's probably not a man, woman or child, however tone deaf, who can't sing you the Pepsi jingle ("Pepsi-Cola hits the spot . . .") but the company has decided it can get a few more orders by having it sung every time you order a glass of the cola drink.

It matters not a whit that *you* have already become a Pepsi addict and have laid down your nickel for same. Pepsi believes that they can use your order to drum up some more. And this is how it is going to work: In the Peoples Drug Stores, 140 of them scattered throughout D.C., Ohio, Pennsylvania, Virginia, Maryland and Tennessee, the company has installed a new fountain dispenser. This gimmick mixes Pepsi-Cola syrup with carbonated water mechanically. There will be no inconsistency between one glass and another as is the case now when your Pepsi's strength or sweetness is at the mercy of the fountain man. Takes less time to run up a drink, too. But—and here's the blow—the dispenser plays "Pepsi-Cola hits the," etc., when the boy pushes down the dispenser lever!

What with Pepsi sales zooming along we wager there will come a day when you can enter the corner drug store at any hour of the night or day for a brief pause that refreshes (with a bow to Coca-Cola, who also peddle a drink) and find that machine grinding out you-know-what. Commercially-speaking, only mens' rooms are still sacred and we hear they're doomed.

THE INDIANAPOLIS NEWS *gets Results!*



STATISTICS alone don't sell merchandise. Although *The Indianapolis News* has the largest advertising volume in its market, this in itself isn't sufficient reason for your using it.

Behind this advertising leadership are two very important factors which don't show up in cold figures. *One*—Indianapolis and the 33 surrounding counties . . . dominated by *The News* . . . constitute a market with a decided preference for *evening* newspapers, as proved by one survey after another. *Two*—The newspaper with the largest evening circulation in this area is *The News*, which since 1869 has exercised a more powerful reader influence than any other daily. Because central Indiana people believe in it, they believe in its advertisers. In Indianapolis it's *The News* for results!



THE INDIANAPOLIS NEWS



FIRST IN DAILY ADVERTISING
FIRST IN READER RESPONSIVENESS
FIRST IN THE HEARTS OF HOOSIERDOM

THE GREAT HOOSIER DAILY ALONE DOES THE NEWSPAPER JOB

DAN A. CARROLL, 110 E. 42nd St., New York 17 • The JOHN E. LUTZ CO., 435 N. Michigan Ave., Chicago 11 • JOS. F. BREEZE, Bus. Mgr., Indianapolis 6

MAY 1, 1948

11

WHO

shows the Greatest Growth in Women's Group Field?

For the first quarter of 1948, Dell Modern Group circulation averaged 2,756,660, 13.2% over first quarter of 1947.

Modern Screen was 1,130,000, a gain of 11.9%; Screen Stories was 476,600, up 6.6%; Modern Romances was 1,150,000, an increase of 17.7%.

During this period, Modern Romances hit two successive all-time highs (excluding Canada where printing facilities are being arranged.)

But—advertising is not *really* bought on the basis of a monthly or even quarterly statement.

Since 1941, the last pre-war year, all three major women's groups have shown solid circulation growth.

Fawcett, for 1941 had a circulation of 2,609,000; Macfadden was 2,691,000; and Dell was 1,645,000.

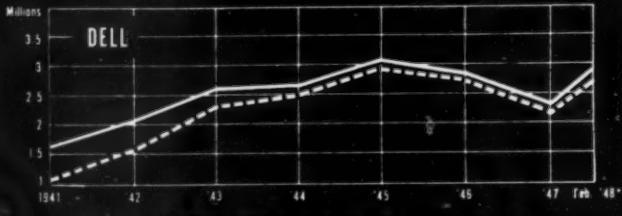
Currently*, Fawcett total circulation is up 23.8% since 1941; Macfadden is up 16.1%; and Dell has increased 77.8%.

On newsstand sale, Fawcett's increase is 26.8%; Macfadden's, 22.7%; Dell has gained 138.5%.

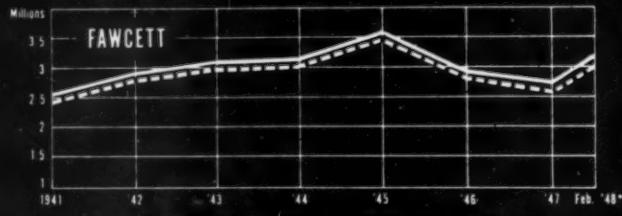
A look at the chart quickly shows that:

Since 1941, Dell Modern Group's circulation growth is greater than that of Macfadden and Fawcett combined.

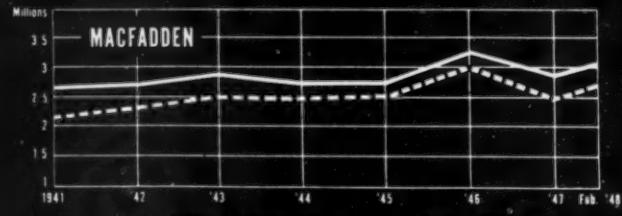
WOMEN'S GROUP CIRCULATION INCREASE SINCE 1941
Total Circulation — Newsstand Circulation



Dell total circulation is up 77.8% since 1941.
Dell newsstand circulation is up 138.5% since 1941



Fawcett total circulation is up 23.8% since 1941.
Fawcett newsstand circulation is up 26.8% since 1941



Macfadden total circulation is up 16.1% since 1941.
Macfadden newsstand circulation is up 22.7% since 1941.

*February, 1948—latest available publisher's estimates for all 3 groups.

DELL

modern
group

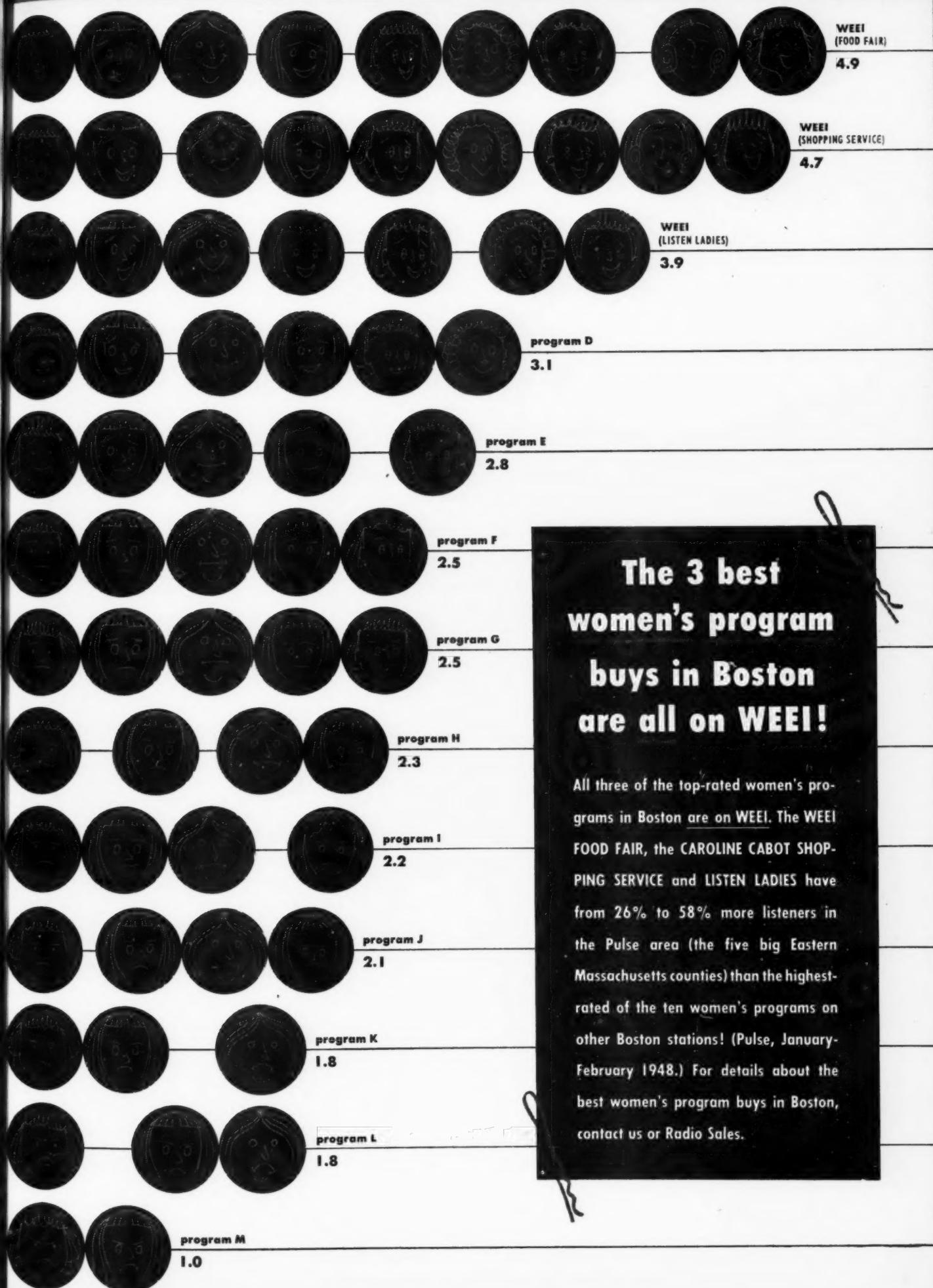


modern romances

modern screen

screen stories

DELL PUBLISHING COMPANY, INC., 149 MADISON AVENUE, NEW YORK 16, N.Y.



The 3 best women's program buys in Boston are all on WEEI!

All three of the top-rated women's programs in Boston are on WEEI. The WEEI FOOD FAIR, the CAROLINE CABOT SHOPPING SERVICE and LISTEN LADIES have from 26% to 58% more listeners in the Pulse area (the five big Eastern Massachusetts counties) than the highest-rated of the ten women's programs on other Boston stations! (Pulse, January-February 1948.) For details about the best women's program buys in Boston, contact us or Radio Sales.



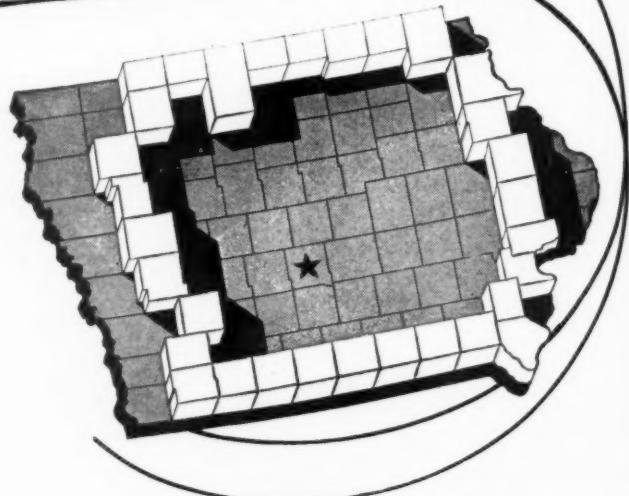
**IT TAKES
MORE THAN
POWER**
(which we have!)
**to attract and hold
an audience!**

TAKE THESE 31 IOWA COUNTIES, FOR INSTANCE

THE best "step" a radio station can take is to put more, more and *still more* emphasis on skillful programming in the public interest.

WHO was founded with that concept, and has stuck to it. The result shows up again in the ring of 31 counties at the right—which average approximately 100 miles from our transmitter, and which are closer to many stations than to WHO. *In those 31 counties, according to the 1947 Iowa Radio Audience Survey, WHO's percentage of total listening, from 5:00 a.m. through 6:00 p.m., is actually 47.1%!*

There is only one answer to such listener-preference. That answer is *Top-Notch Programming—Outstanding Public Service*. Write for Survey and see for yourself.



WHO

for Iowa PLUS +

DES MOINES 50,000 WATTS

Col. B. J. Palmer, President

P. A. Loyet, Resident Manager

FREE & PETERS, INC., National Representatives

SALES MANAGEMENT

NEWS REEL



M. A. REILLY

Newly appointed general sales manager for Thomas J. Lipton, Inc., was formerly Western Division sales manager in charge of the 11 Western States.



SUBLETTE M. WALTON

Named industry manager of Alumi-Drome Division, Reynolds Metals Co., will be in charge of sales and accessories sales of the all-aluminum building.



H. S. WAGONER

As new director of sales for the Blatz Brewing Co., Milwaukee, Wis., he will supervise all sales activities across the Nation for the 97-year-old firm.



ANDREW L. ROWE

Promoted from Eastern sales manager to national sales manager of the Elgin National Watch Co., he has been with the company, in sales, since 1934.



CHARLES H. MILLER

Export service manager, The White Motor Co., is named manager of Export Coach Sales; will be working with distributors throughout the world.



ROBERT MARSCHALK

Sales manager since 1945 of the A. D. McKelvy Co., makers of Seaforth Toiletries, is elected president, Hugh D. McKay becoming board chairman.



WARREN TINGDALE

Appointed vice-president in charge of sales of Boyle-Midway, Inc., a division of American Home Products Corp., and marketer of household supplies.



JOHAN C. KROMHOUT

As newly appointed manager of European Sales for Sylvania Electric Products, Inc., he will supervise the firm's export and marketing activities in Europe.

She's never



FOUND MONEY—a recent editorial offer for a twenty-cent item produced 320,506 reader requests and nearly two tons of dimes from the 3,000,000 readers of Woman's Day.

out of the money!

In this race for the all-mighty consumer dollar, consider the favorable odds offered your advertising by Woman's Day.

Here's a purse of \$11,637,000,000 . . . the 1948 spendable income of our stable of more than 3,000,000 housewives and mothers . . . almost twelve billions destined to be won by advertisers who place their copy in the book that caters to

the needs of the 11,400,000 members of our collective family.

\$4,462,000,000 for Food and Tobacco

\$1,795,000,000 for Clothing, Accessories, Jewelry

\$1,459,000,000 for Household Operations

\$ 188,000,000 for Toiletries and Beauty Parlors

\$ 140,000,000 for Drugs and Appliances

To win a place in this show, bet your advertising dollars on the lowest page rate per thousand of any women's service magazine; on the greatest single copy sale of any magazine in existence; on the greatest percentage of housewives and mothers of any women's service magazine; on an editorial technique so vital that it has pulled (without advertising inducement) more than 600,000 reader letters and more than 700,000 requests for instructions in a single year.

Advertisers who count costs court women who count pennies

because buying is a woman's business:

Woman's Day is never done selling!

THE  MAGAZINE



43 44 45 46 47 48 49 50 51 52 53 54

AVERAGE GROSS INCOME PER FARM



U.S.
AVERAGE
EQUALS

100



NORTHERN
STATES
AVERAGE

122



WALLACES'
IOWA FARMERS
AVERAGE

227

PERCENT WITH INCOME OF \$6,000 AND OVER



U.S.
AVERAGE
EQUALS

100



NORTHERN
STATES
AVERAGE

150



WALLACES'
IOWA FARMERS
AVERAGE

366

VALUE OF LAND AND BUILDINGS



U.S.
AVERAGE
EQUALS

100



NORTHERN
STATES
AVERAGE

129



WALLACES'
IOWA FARMERS
AVERAGE

248

CORN HARVESTED PER FARM



U.S.
AVERAGE
EQUALS

100



NORTHERN
STATES
AVERAGE

193



WALLACES'
IOWA FARMERS
AVERAGE

591

Source: Comparisons and Squares in the above charts are based on preliminary tabulations made by the Office of the Census of the Bureau of Wallace's Farmers. Figures of tabulations were multiplied by 100 to obtain percentages. Data on the 1940 Census schedules. The Census Bureau, in accordance with the law, did not furnish any information regarding any individual farmer's farm.



MEASURE BY READERSHIP

See Continuing Study of Farm Publications No. 4. Gives readership figures page by page through the September 20 issue. Representative will be glad to call with a copy. Send request on firm letterhead now.

43 44 45 46 47 48 49 50 51 52 53 54

14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29

• this market is TOPS!

52 54 55 56 57 58 59 60 61 62 63

66

**Sell the biggest farmers
in America's greatest
farm market!**

Choose your yardstick and go to it. Measure these Wallaces' Iowa farmers on any basis you'd like. Take income, for example, or value of land and buildings. Take corn production, cattle production, poultry production, number of tractors, or autos, number of farms reporting electricity, cost of feed bought per farm. Choose any factor of the farm business that directly affects your business. Chances are you'll find that in each particular classification, the Iowa farm readers of Wallaces' Farmer and Iowa Homestead exceed the U. S. average and the Northern States average by distinct margins. In income, for instance, these farmers have two and a quarter times the income of the average U. S. farmer. In corn harvested per farm, they exceed the U. S. average nearly six times; in value of farm machinery, two and a quarter times. If farmers with money in their pockets make your best market —sell to the Iowa farm readers of Wallaces' Farmer and Iowa Homestead. It's the paper that's looked for, listened to, believed in—in 9 out of every 10 Iowa farm homes.



WALLACES' FARMER *and* **IOWA HOMESTEAD**

DANTE M. PIERCE, Publisher



DES MOINES, IOWA

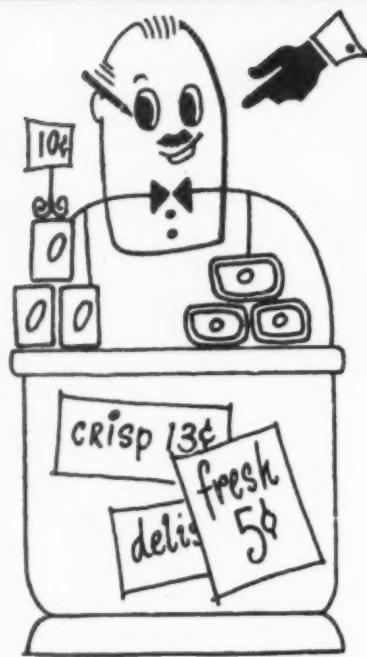


WALLACES' FARMER

1 STANLEY 2 VICTOR 3 NO 856 4 5 60 7 8

... is the only broadsheet publication
subscribers made by the U. S. Census
Bureau. Gives facts never before available
about farmers who read Wallaces' Farmer. Standard
method of measuring the world's biggest market.

CONFIDENCE MAN



In the food field, it's a sign of integrity to be a man of confidence. Profitable too. Seven out of every ten mothers in the Parents' Magazine audience, in a recent survey, stated that they select specific food brands because they have confidence in the manufacturer.

Ninety-six percent of the mothers in Parents' Magazine's families with children do their own cooking; eighty-five percent do most of their own shopping. Naturally these young mothers have special confidence in products which are advertised in Parents' Magazine.

**Sell 1,150,000
young mothers
through**

PARENTS' MAGAZINE

52 Vanderbilt Ave., New York 17
Atlanta • Boston • Chicago
Los Angeles • San Francisco

Send today for free copy
"Feeding your Family",
new food survey.



BY T. HARRY THOMPSON

Maybe we need another book: "Fission to Moscow."

I Wish I'd Said That Dep't:
"The theme-song of the Southern Democrats is: 'I'm Just Mild About Harry'."—Jimmy Durante show (Rexall, NBC.)

Jack Lutz says he objects to the New Look because it makes all women vagrants . . . "no visible means of support."

The same correspondent says the arm of the law is long, but the arm of romance must be astronomical, because a certain song says: "When you hold hands with the moon above."

One of the shortest . . . and sharpest . . . of all dramatic critiques is accredited to Eugene Field, who wrote: "I saw the play under adverse circumstances. The curtain was up!"

Lillian Schmidt, researcher for the Valley National Bank of Phoenix, tells me the town has a diaper-service whose trucks proclaim: "We Cover the Waterfront." Phoenix kids won't grow up to be drips, I take it.

Howell, Mich.

Dear Harry:

Along comes the Zenith Typewriter corporation and it snatches the bread right out of the mouths of gag-writers, cartoonists, etc.

They (Zenith) have invented, according to *Business Week*, a typewriter which has a built-in lighting-system and can be held in the lap.

To think that the world would ever come to the point where the boss would hold the typewriter in his lap instead of the typist.

Cordially yours,
Orville E. Reed

"The girl who marries an aviator is always glad to see her husband down and out." *Kasco Informant*.

HEADLINE PARADE

For pure enjoyment.—*Welch's Grape Jelly*.

Gossamer veil of loveliness.—*Elizabeth Arden Face-Powders*.

ashes in the Ganges.—*Caption, "Path-finder"*.

Steamliner.—Name for the Lakeside Pressure Cooker.

Why Catholics "Keep Running to Church."—*Knights of Columbus*.

There are blue ribbons under this bonnet.—*Buick*.

Fuzz to feathers faster.—*Hudson Broader*.

You can't go to town on a merry-go-round.—*New York "Journal-American"*.

Everybody works, even Father!—*Fall River "Herald News"*.

This is Bagdad, U.S.A.—*Allis-Chalmers*.

Speaking of the President's Council of Economic Advisers, Henry Hazlitt, in *Newsweek*, asks pointedly: "Who advises the advisers?"

At a women's ad-club dinner-dance, the Mrs. observed that many of the free prizes in the loot-boxes were headache-remedies; figured the donors knew something about the advertising business.

Mary had a little lamb; and Never had a better pen.

Aside to a reader north of the border: Did you ever get around to using the slogan I sent you, "Hobbs Glass is First-Class, Canada coast-to-coast?"

Safety-signs out our way could stand redesigning. Logically, and yet illogically, they read: "Then go STOP when safe."

A candy headline, by the same token, could be read (due to bad arrangement): "Say what you will, Whitman's says it better Sampler."

No, Tessie; a crow-bar isn't a place where ravens tie one on.

Jesse Falini sends a slogan for a paint: "Keeps on keeping on."

I see by the advertising-papers that two former proteges of mine are now under one roof: Dick Kerr (ex-Katz) and Walter Weir (ex-Ayer). When Dick Kerr was just six feet

16mm. sound motion pictures -

help your business in 3 basic ways



AMPRO*

PRECISION CINE EQUIPMENT

* Trade Mark Reg. U.S. Pat. Off.

A General Precision Equipment Corporation Subsidiary
In Canada: Telephoto Industries Limited, 1195 Bay Street, Toronto

we put more into it so that you can get more out of it

- 1 employee training
- 2 sales demonstration
- 3 consumer education

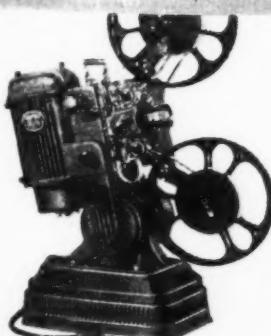


Tests prove people understand quicker, understand more and remember longer when they *see* and *hear* it on the screen. That's why alert business men use 16mm. sound films to develop skills, encourage company loyalty and demonstrate products and processes dramatically. That is why today, thousands of Ampro sound projectors are delivering *consistently excellent performances* for leading industrial concerns all over the world.

The Ampro "Century 5" sound projector has been especially designed for commercial use—for training or demonstrating to groups of 100 or less. It is a compact, one-case unit, so built that either half of the case can be used to raise the light beam over the heads of the audience and to permit the use of larger reels. It is an exceptionally *quiet-running projector*. Ampro quality is maintained in every detail, but all features not needed for its special purpose have been eliminated. That means real economy—and a price within the range of every budget. Before deciding on a 16mm. sound projector—be sure to see a demonstration of the Ampro "Century 5."

Send for FREE Circular

on Ampro 16mm SOUND Projector "Century 5" giving full specifications and prices. If you are interested in sound motion pictures send 10c for 16-page booklet, "The Amazing Story of 16mm. Sound Motion Pictures." It dramatically illustrates the various steps in the recording and reproduction of sound on film.



THE AMPRO "IMPERIAL"

16mm. Silent Projector. A rugged, dependable machine with an enviable record of performance in thousands of homes, churches, clubs and schools all over the world.



AMPROSLIDE MODEL "30-D"

for filmstrips and 2" x 2" slides. Offers extra brilliant illumination, split-second interchangeability from slides to filmstrips and back—simplified, quick threading for filmstrips—and simpler focusing, operating and cleaning.

AMPRO CORPORATION 2835 N. Western Ave., Chicago 18, Ill.

Please send me free circular giving full details about the Ampro 16mm SOUND PROJECTOR "CENTURY 5". I enclose 10c for a copy of the illustrated booklet, "The Amazing Story of 16mm. Sound Motion Pictures."

I am also interested in:

Amproslide Model "30-D" Projector
 Ampro "Imperial" 16mm. Silent Projector

Name
Address
City
State

The HOUSTON CHRONICLE led ALL newspapers in America in retail grocery advertising in 1947!

Here Are the
MEDIA RECORDS Figures

RETAIL GROCERY ADVERTISING

Daily—1,564,366 lines
Sunday—109,505 lines

DEPT. STORE GROCERY ADVERTISING

Daily—4,440 lines

GENERAL GROCERY ADVERTISING

Daily— 948,001 lines
Sunday—330,294 lines

Behind these cold figures is a hot story of Chronicle leadership and dominance in the richest trade area of the entire South. Want the whole story? Or any helpful data about fabulous Houston?



The Houston Chronicle LARGEST CIRCULATION IN TEXAS

R. W. McCARTHY
National Advertising Manager

THE BRANHAM COMPANY
National Representatives

FIRST IN HOUSTON IN CIRCULATION AND ADVERTISING FOR 35 CONSECUTIVE YEARS

of buoyant boy in Baltimore, Joe Katz remarked to me one day: "Whenever that kid writes a piece of copy, it spits tobacco-juice." Since then, he has had 4 salty years in the Marine Corps, and can't be much over 23 now. I look for new sparks to fly from copy that comes out of the Weir shop.

NIT—"They say certain provisions of the Taft-Hartley Act leave organized labor cold."

WIR—"Well, they can always resort to a union suit."

President Benes was bounced out of authority like a rubber Czech, as I look back on it now.

As the story goes, a man knocked on the door of a combined dance-hall and tap-room. A pretty hostess answered the knock, said to come in. No, our man said. He was merely curious about the sign on the lawn, reading: "B. B. B." "What does that mean?", he asked. Oh, said the babe, that stood for Blondes, Brunettes, and Beer. He thanked her and left.

But something still bothered him. In an hour, he was back. He knocked and the same gal came to the door. "Oh, it's *you* again," she said. "What do you want *this* time?" The man said: "I forgot to ask: Is that draught . . . or bottled?" Kind of dumb, but I thought you might like it.

"Know-how makes them better," says Kelly-Springfield Tires. I don't like "know-how" nohow.

"Compare . . . and you'll know they're better," says Heinz Soups in a color-spread. If you mean "better than Campbell's," isn't that a bit thick?

Sometimes, you can't even give 'em way. Like this line for a widely advertised mustard: "Another Gulden Opportunity."

Typewriters are little *printing*-machines, but they are invariably advertised on the basis of how easy they are to use, instead of the clarity of the type, the faultless alignment of the letters, and the even "coloring," no matter who is punching the keys. Isn't someone overlooking a bet? The American Type Foundry never talks about ease of use, but, rather, *printability*.

Taking her hair down, Tessie O'Paque says a "loose" woman is even more so when she's "tight."

SALES MANAGEMENT



EVIDENCE

Your product, your activities, your policies, your company, your industry are always on trial. Always there is the need to present evidence.

The story you tell and the way you tell it is under the judicial scrutiny of stockholder, retailer, customer or employee.

Motion pictures or other visual presentations prepared with talent and in the light of long professional experience can determine what happens to you at the bar of critical public opinion.

The JAM HANDY *Organization*

To present evidence

INDUSTRIAL MOTION PICTURES • TRAINING ASSISTANCE • SLIDE FILMS • VISUAL PRESENTATIONS

NEW YORK 19 • WASHINGTON, D.C. 6 • PITTSBURGH 19 • DETROIT 11 • DAYTON 2 • CHICAGO 1 • LOS ANGELES 28

this is a (S)ELECTION YEAR

IT'S AN ELECTION year and important to business. It's a *selection* year; important to every advertiser who's spending cash for media. It's the year when your radio buys *have* to pay off. And when it comes to selective advertising media, WOR holds the aces.

look—

1. WOR has not raised its daytime rates since Nov. 14, 1937.
2. WOR's discounts to sponsors have not decreased. In some cases, they have been extended 25 to 30%.
3. WOR's nighttime rate has not changed since Nov. 1, 1943.
4. WOR delivers the second lowest cost-per-thousand rate in the United States.



good—

But how does WOR pay off specifically?

One WOR advertiser is talking to people in 420,534 homes for 1/9th of 1 cent per home.

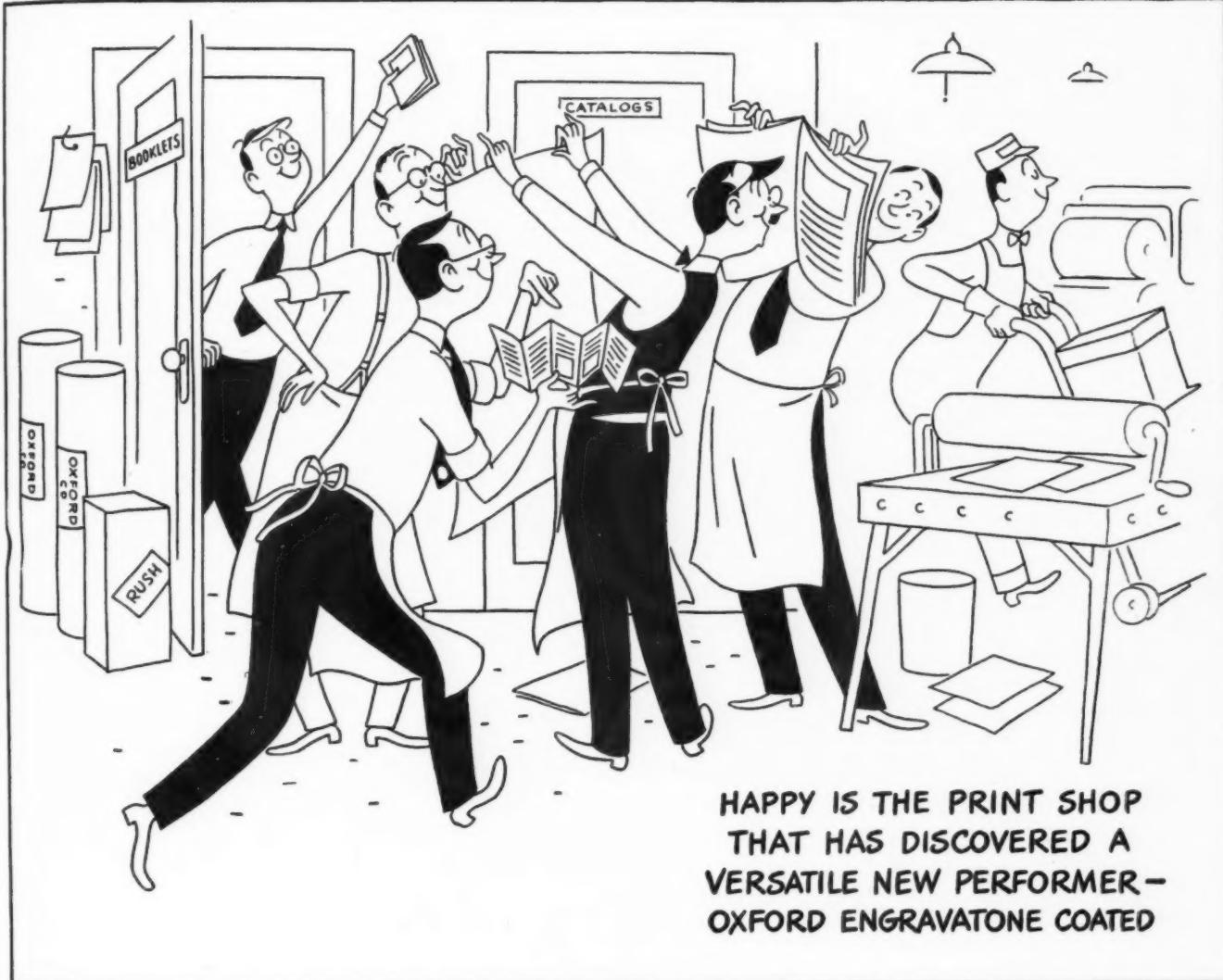
Another is being heard in 343,607 homes at a cost of 1/2 of 1 cent per home.

These are not isolated instances. We could quote you dozens of them. Ask us.

wor

— *heard by the most people where the most people are*

mutual



**HAPPY IS THE PRINT SHOP
THAT HAS DISCOVERED A
VERSATILE NEW PERFORMER—
OXFORD ENGRAVATONE COATED**

Happy indeed, and profitable too!

Engravatone Coated is a paper that can be used on a wide variety of letterpress jobs—catalogs, booklets, envelope enclosures, magazines—any kind of letterpress work that requires a quality paper.

In fact it is building a remarkable record for trouble-free press performance.

Engravatone Coated has many highly valuable features to commend it. Brilliant white color. Good affinity for ink and high opacity. Its printing surface, while glossy, avoids glare, and is especially designed for fine half-tone reproduction.

Of course Engravatone Coated, like all Oxford Papers, must pass countless quality inspections and checks at every stage of the manufacturing operation.

Then and only then is this fine printing paper ready to meet Oxford's high performance standards.

For practical suggestions that will help you select exactly the right paper for any printing job, call in your

Oxford Paper Merchant. Oxford Paper Merchants are in 48 key cities from coast to coast, ready to serve you.

Consult your Oxford Paper Merchant whenever you need practical assistance in securing better printing.



Included in Oxford's line of quality printing and label papers are: Polar Superfine Enamel, Maineflex Enamel Offset, Maineflex CIS Litho, Mainefold Enamel, White Seal Enamel, Engravatone Coated, Carfax English Finish, Superand Antique, Aquaset Offset and Duplex Label.



OXFORD PAPER COMPANY

230 PARK AVENUE, NEW YORK 17, N. Y.

MILLS at Rumford, Maine
and West Carrollton, Ohio

WESTERN SALES OFFICE:
35 East Wacker Drive, Chicago 1, Ill.

DISTRIBUTORS
in 48 Key Cities

Fact: Over 23% of Post-advertised products do not appear in any one of the other twenty leading national magazines.

*—23.46%, to be exact. Figure based on P. I. B. report for 1947.

Explanation: Sell the Post Family* and you've sold all America.

*—The four million Post-reading families represent the nation's most powerful ready-to-buy group. They are the people who set the buying pattern in every community.

Suggestion*

*—Need we point out that the one way to get the most from your advertising dollars is to concentrate your advertising in The Saturday Evening Post?

America's most effective and productive advertising force

THE SATURDAY EVENING
POST



ACTUAL... *not theoretical*

Statistics show that you actually get *two* buying markets of nearly equal sales volume at one low cost when you advertise in the famous Cleveland 2-in-1 market. You thoroughly cover Greater Cleveland plus 26 adjacent counties, including 141* cities and towns.

Only the Cleveland Plain Dealer gives you the intensive and extensive coverage of this rich, compact and prosperous buying area. Plan now to head your advertising schedule with this great metropolitan newspaper.

*Akron, Canton and Youngstown not included.

Cleveland's Home Newspaper

THE P.D. MEANS
Planned Distribution

Do you know the localities in this rich Northern Ohio market that will buy most of your goods? Do you know the shortest cut to your biggest volume of sales?

The Plain Dealer Market Survey department can answer these questions and others pertaining to *your* particular business. Call or write today for an appointment to receive this *individualized* service.



CLEVELAND - PLAIN DEALER

Cresmer & Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles
A. S. Grant, Atlanta

More
circulation
where you
want it!

NATION'S
BUSINESS
is the hotbook
in the business
field!



Knows

HOLLYWOOD
is a Big,
Separate Market...

Retail Sales Volume
(Trading Area—1946)

\$832,440,669



... and 345 other national advertisers

Cover
HOLLYWOOD
with the

HOLLYWOOD

Citizen-News

AND ADVERTISER
HOLLYWOOD, CALIFORNIA
National Representatives
STORY, BROOKS & FINLEY, INC.

WASHINGTON BULLETIN BOARD

Women in Industry

How many women in industry?

The old adage "Woman's place is in the home" is sadly out of date, the Labor Department tells us. Nowadays, 28% of the total labor force in the United States are women.

Thus 17 million women have left the home for the desk, the work bench, or for other pursuits formerly followed by the male sex. Yet, woman is still the buyer for the home. She spends about 67% of all money spent in U. S. on consumer goods, 75% on clothing, 80% on food.

Some 40% of the Nation's homes are owned by women. They are possessors of almost half the railroad stocks and of approximately 70% of the vast private wealth of our land.

So, we are warned again, "Never underestimate the power of a woman." Even though a large contingent has left active home activity, they manage to keep their fingers in the domestic picture.

Women form the greatest market, as always, but in recent years they have taken over the purse strings even more definitely—in addition to the acquisition of new business abilities. It looks as though American business will have to sharpen its sales wits to match the increased acumen and power of the fairer sex.

Federal Tax Cut

Will Federal tax cuts help the average man?

Although American business had considered the cut in Federal income taxes for those with moderate incomes as offering greater spending capacity, it now appears that increased state taxes will absorb much of the savings.

A report by the Tax Foundation, Inc., which is widely quoted in Washington, points out that the 48 states took 5,774,000,000 directly from taxpayers last year. State tax collections in 1947 were 58% more than 1941.

This increase is more than the entire tax collection by the 48 states in 1930. Some of the South so-called "poor states" now have a higher per capita revenue than certain industrial and farm states of the North.

The general sales taxes collected in

23 states is returning 108% more than before the war. State corporate income taxes are up 142% and individual incomes up to 78%.

Bureau of Labor Statistics

Will we get any worth while Bureau of Labor Statistics?

To finance Bureau of Labor Statistics for another year, a Senate Appropriations subcommittee last fortnight restored to the Labor-Federal Security money bill \$1,750,000 which had been lopped off by the House—thus giving BLS a total of \$4,250,000. This is a quarter million dollars more than it had last year, although considerably short of the \$5,398,200 for which BLS asked.

Favorable Senate action appeared certain since the work of Senator Robert A. Taft (R., Ohio) was largely responsible for restoration of the funds. Senator Taft said that in addition to business needs for the statistics, their curtailment would hinder the work of his Joint Congressional Economic Committee.

Census of Business

Is there any hope yet for the Census of Business?

Sponsors are taking a new angle which may get favorable action before Congress adjourns. With approval of the Bureau of the Census, Representative Harold Hagen (R., Minn.) has introduced a new bill, H.R. 6208, providing for the Census of Business, together with a Manufacturing Census, early in 1949—and thereafter during each year ending in "four" and "nine." The previous Census reorganization bill (H.R. 1821) probably will remain shelved in the House Rules Committee. The Hagen bill is favored by Republican leadership, which hopes to see 1949 jobs handed out under a Republican administration.

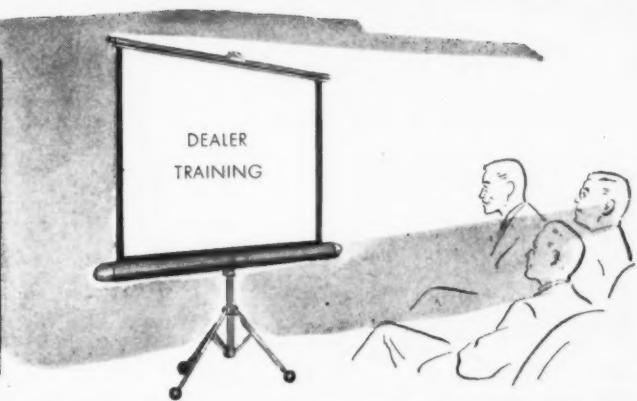
Monthly "Trend Reports"

What are the monthly "trend reports" on business?

Department of Commerce is trying to encourage more widespread use of these reports in which it seeks to provide, on a monthly basis, up-to-

A Better Screen means A Better Show

DEALER TRAINING



WHEREVER YOU PUT IT ON...

TRAINING
SALESMEN

TRAINING
EMPLOYEES

CONSUMER
DEMONSTRATOR

BUILDING
COMPANY
LOYALTY

Model "DL"—De Luxe Portable Tripod Screen (Shown square for slide projection)

Model "A"—Table Model Portable Screen

Model "O"—Large "EASEmatic" Portable Screen

Model "W"—Portable Wall and Ceiling Screen

BRINGING
LIFE TO
EXHIBITS

PROVIDING
RECREATION

TRAVELING
DEMONSTRATOR

OUTDOOR
SHOWS

Model "DL"—De Luxe Portable Tripod Screen (Shown oblong for movie projection)

Model "WE"—Professional Type Rope and Pulley Screen

Model "K"—New Popular Priced Tripod Screen

"Fold-Pak"—Indoor or Outdoor Folding Screen

No matter how good your pictures are —

they can only be as effective as the screen upon which they are shown. A Radiant projection screen, showing your pictures twice as bright . . . can make a world of difference in your shows.

Millions of mirrors make the amazing difference —

bringing slides and movies to life with a warmth and naturalness you never thought possible! Black-and-white pictures are sharper, clearer . . . color shots reveal new beauty and richness. The secret of this superior performance lies in the millions of tiny glass mirrors firmly embedded in the snowy white Radiant screen surface . . . each one reflecting light instead of absorbing it.

A Radiant screen for every need —

makes possible a better show every time . . . no matter where you put it on. The complete line of 1948 Radiant projection screens includes portable models, screens for wall or ceiling mounting, portable outdoor screens . . . in every needed size.

MAY 1, 1948

RADIANT

Reg. U. S. Pat. Off.

PROJECTION SCREENS

for every purpose

SEND FOR ILLUSTRATED CIRCULAR

Write today for complete prices and specifications on the new line of 1948 Radiant projection screens.

----- WRITE TODAY -----

RADIANT MFG. CORPORATION
1210 S. Talman, Chicago 8, Illinois

Gentlemen:

Please send me full details and prices on your new 1948 line of projection screens.

Name. _____

Address. _____

City. _____

Zone. _____ State. _____



A. B. C. circulation, Publisher's Statement March 31, 1948, shows News net paid circulation 273,359. Your ad in the NEWS reaches the WHOLE Buffalo market.

BUFFALO EVENING NEWS

EDWARD H. BUTLER, *Editor and Publisher*

"Western New York's Great Newspaper"

KELLY-SMITH CO., *National Representatives*

SEVENTH in per family Food Sales THAT'S VERMONT

And here is your Typical American City ready for study in a test campaign.

Burlington, Vermont

now has an up-to-date market survey. Four pages of maps and analysis. Better write for your copy today or phone the nearest office of

Small, Brewer and Kent, Inc.

The Burlington Free Press

COVERS THE FIELD

date information on trends in sales, inventories, and other significant characteristics. These trends are available, upon request to the Bureau of the Census (Washington 25, D. C.), on five trade lines: dry goods, electrical goods, grocery, jewelry, and tobacco. They are not so bogged down in delay as most Government statistical reports. For instance, the trade figures for February were available by mid-April.

Both wholesale and retail trade reports are provided. Two series of monthly retail studies are conducted: one covering independent stores and the other, chain stores and mail order houses. In the independent stores series, sales trends are presented by kinds of business for the United States and for 96 cities and areas, and by total retail trade in 178 additional cities and areas. The results are based upon the sales experience of approximately 30,500 establishments. The chain store and mail order series presents estimates of the total dollar volume of sales with seasonally adjusted index figures, for the United States, durable goods and non-durable goods stores, and for each of 13 kinds of business.

Defense Program

Where will the defense program hit the hardest?

The new Defense Program may make itself felt in the civilian field of industry by next winter, if not before, Washington economists assert.

Based upon our experiences in preparing for World War II, that may mean shortages of manpower, critical materials, and transportation. It may also cause shifts in populations.

The Munitions Board is about to launch a new industrial survey to pre-determine how industry could handle full mobilization to war production. This is only a preliminary precaution and may never cause any change in the Nation's productive capacities. Yet it is a step which points out the possibility of a transposition to war production.

Meantime, the increased defense program will be felt in some lines. The aircraft building project, for instance, will require great quantities of aluminum and many other materials now used for civilian production. It will also attract a large number of skilled groups and require excessive electric power. While efforts will be made to utilize substitute materials where possible and to prevent the program from cutting too closely into civilian production, it is expected that it will make its impact upon facilities now used.



Merchandise Mart to the West!

make San Francisco a major market for home furnishings and furniture.

But much of the Merchandise Mart's outlet today is local—in the Bay Area and Northern California. Wartime jobs and the armed forces acquainted millions of people with the country and the life. Most of the workers stayed. Many of the servicemen brought their wives back to stay. The need for housing, and the needs

Yanqui skippers carried cargoes of trade goods around the Horn, put into Yerba Buena harbor . . . and made San Francisco a trading post and supply center a century before it acquired its name . . . The commerce of clipper ships and tent stores continues in the huge Merchandise Mart, second only to Chicago's.

The largest commercial building west of the Mississippi houses seven wholesale markets . . . furniture, floor coverings, radios and appliances, gifts, housewares, textiles, linens and toys. Some 1,600 of the country's best firms make San Francisco's Mart their Western sales headquarters.

FROM all parts of the West, Canada, Alaska, Latin America, the Pacific Islands, Australia, China, France . . . 60,000 dealers and buyers come to the Mart, spend some \$500,000,000 a year under one roof . . .



of homes, will not be filled for years. Employment stays high, bank balances hold an all-time peak. New population, and young families give San Francisco exceptional promise for the advertiser . . . and The Chronicle exceptional potency.

Home owned, home grown since 1854, The Chronicle has missed few issues,

got where it is, and manages to grow by being the best newspaper we know how to produce—in a twenty-four hour day.

Written and edited to interest people, The Chronicle comes pretty close to a classless newspaper. It is read by leading citizens and labor unions, business men, bus drivers, book-lovers and people who listen to basketball broadcasts . . . women in mink coats and supermarket customers, old timers and teen-agers.

VARIED appeal of local and national news gets a variegated audience—both of which give it unusual versatility as an advertising medium. It is the staff of life for the leading specialty shops, carries the heaviest load for major department stores; and rustles up a lot of receipts for the Market Street buyers who have something on the ball. The Chronicle can get action for bubble gum or bond issues, or any consumer product credibly advertised. The SFW man will give the details.



San Francisco Chronicle

SAWYER, FERGUSON, WALKER CO., *National Representatives*,
New York, Chicago, Detroit, Atlanta, San Francisco, Los Angeles

MAY 1, 1948

432,089
weekday all-time high circulation

554,187
Sunday all-time high circulation

- ♦ These were the average net paid circulation figures of *The Detroit News* for the six-month period ended March 31, as submitted by the publishers to the A.B.C.
- ♦ These are the highest circulation figures attained for any six-month period in *The Detroit News'* 75-year history.

The Detroit News

THE HOME NEWSPAPER

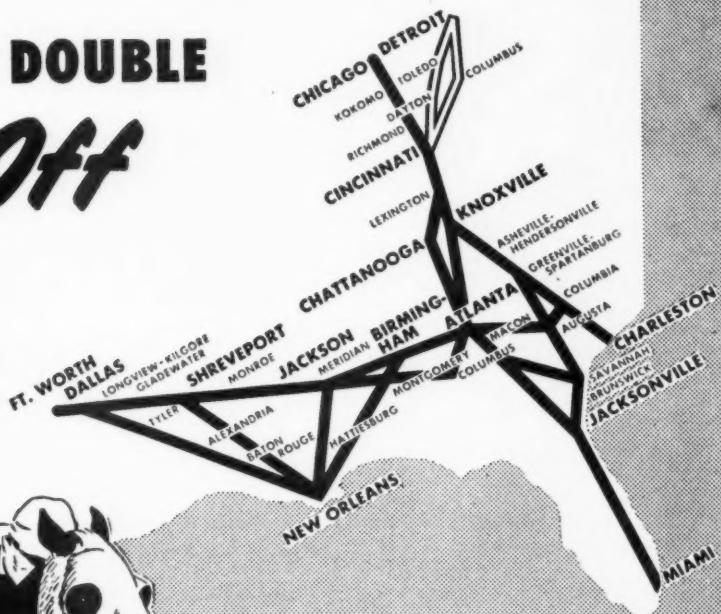
National Representatives: Dan A. Carroll, 110 E. 42nd St., New York 17—The John E. Lutz Co., Tribune Tower, Chicago 11



Owners and Operators of Radio Stations WWJ, WWJ-FM, WWJ-TV

DELTA'S DAILY DOUBLE Pays Off

on Air Freight to
and thru the South



Low Rates

Low rates are the first of two sure bets on Delta Air Freight. For this is what has happened in the two years since Deltaliners began flying fast freight to and through the South. Delta rates came down, while surface rates were going up. Now, between many points, Delta's air rate is actually lower than the first class surface tariff. Note the typical air rates listed here, then compare them with other costs.



Dependability

Dependability is the second sure thing in this daily double. All Deltaliners, including the all-cargo "Flying Freighters," are equipped with ILS—the instrument landing system to maintain schedules in all weather. And all Deltaliners fly on fixed schedules. Passenger flights or all-cargo planes—they fly by dependable schedules instead of waiting for a full plane load.

Delta Air Freight Rates per 100 pounds between:	
Chicago-Cincinnati	\$3.07
Cincinnati-Atlanta	4.55
Atlanta-Chicago	6.55
Dallas-New Orleans	5.05
Cincinnati-New Orleans	8.00
Chicago-New Orleans	8.95
Fort Worth-Atlanta	8.00
New Orleans-Atlanta	5.05

Delta Air Freight Takes
A Load Off Your Mind



Write or phone any Delta office for complete rates and surface cost comparisons, plus a new folder describing Air Freight details and uses.

General Offices: Atlanta, Ga.

Give your product a new promotion package for Christmas...



Here's a two-part promotion package that will help you promote bigger pre-Christmas sales for your product. Ask us, and you're welcome to have...

1 ...a study of the Christmas buying habits, personal and business, of FORTUNE readers...of high income shoppers who select Christmas gifts in surprising quantity for family and friends...of top management executives who indulge in multiple buying for employees, business associates, clients. And...

2 ...one of our Christmas Promotion Kits, just prepared, with its merchandising helps that will give added selling force and quality to your pre-Christmas advertising in FORTUNE.

So, if your product makes a good Christmas gift, better tell FORTUNE's heavy-spending readers about it in our October, November and December issues. You'll find, too, that they're the kind of bellwether buyers other people follow. Send today for our new Christmas Promotion Package. The coupon is for your convenience.

FORTUNE, 350 Fifth Avenue, New York 1, N. Y.

I'd like to have the new FORTUNE Christmas Promotion Pack

My name is _____

Company _____

Address _____

City _____ State _____

SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the fortnight ending May 1, 1948

STATE OF THE NATION

The report of the President's Council of Economic Advisers shows that per capita dollar income in the first three months of 1948 indicated an annual rate of \$1,274, or \$58 more than last year. But the catch is that while income went up, prices went up even faster, and real purchasing power suffered a net loss. In terms of what the dollar would buy in the first half of 1947, the indicated 1948 per capita income after taxes was \$1,777, or \$10 less than in 1947.

What will happen now through the combined result of the spendings in Europe through the Economic Cooperative Administration (official name for the body headed by Paul G. Hoffman) and increased expenditures for armament?

It is very doubtful that the combination of the two new factors will create any new *boom*. Our total volume of exports is expected to fall below last year's figure. As the Western European nations get back on their feet, the flow of imports into this country should increase. Unless bad weather cuts agricultural production, or strikes severely hamper industrial output, prices are unlikely to go *much* higher. The increase in armament spending as requested by Secretary Forrestal, amounts to only 1% of our total annual production of goods and services.

A fortnight ago at the Chicago meeting of the Association of National Advertisers, Charles F. Roos, President of the Econometric Institute, Inc., and a member of the Board of Advisory Editors of SALES MANAGE-

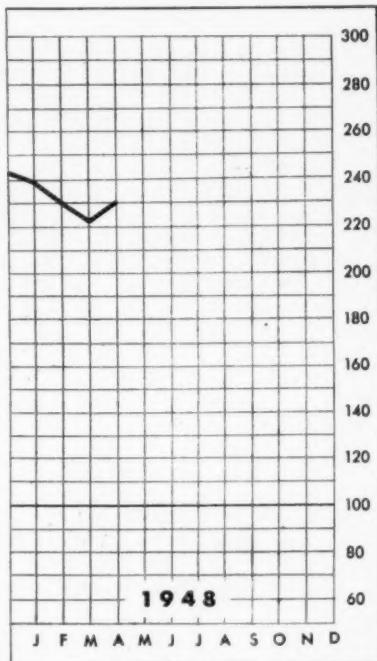
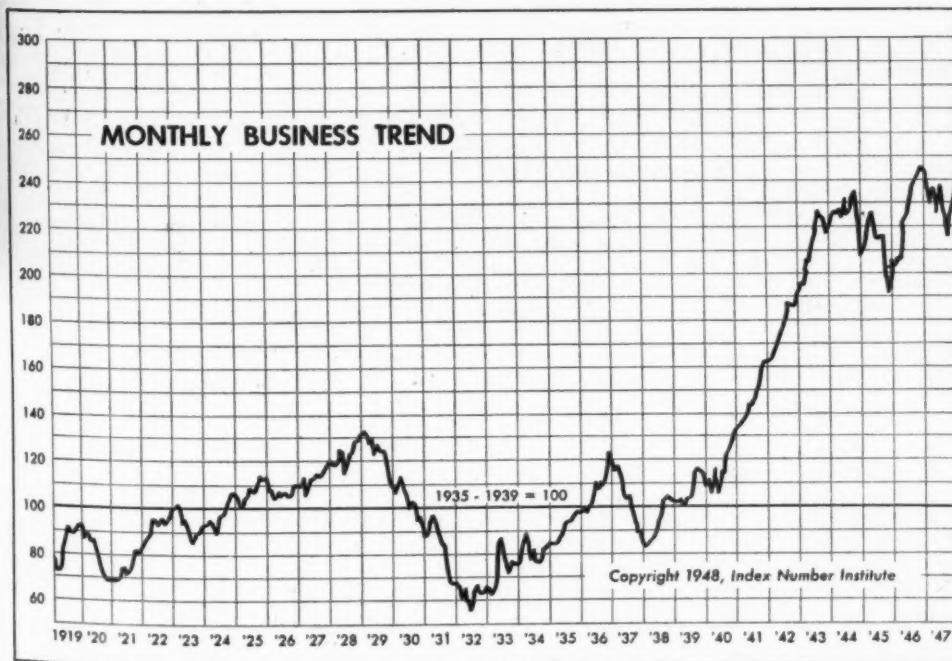
MENT's annual *Survey of Buying Power*, analyzed the economic trends for several years ahead and found them generally good.

He finds, "It is reasonable to expect during the next 10 years that the Federal Reserve index of industrial production will fluctuate in a range of only 10 to 15% around its current level of 185% of the 1935-1939 average."

Dr. Roos thinks that advertising budgets should generally be increased. "Such a production level implies a correspondingly high level of personal income. However, the income level will rise more than production if organized labor continues to demand annual wage increases. Even without wage increases business sales may be forecast at current levels or higher."

EVERYBODY CLAIMS PAUL G. HOFFMAN

No presidential appointment in recent years has met with such widespread acclaim as that of Paul Grey Hoffman to be head of the Economic Cooperative Administration. Businessmen in general claim him as one of their own. Top industrial executives would like to think of him as typical of *their* group. Public relations executives claim that when all factors have been weighed, it will be found that the appointment was made because he is an outstanding public relations leader. . . . And of course sales executives know that he was chosen because he had such rare skill in selling and sales administration. They think of him as a salesman who began selling Studebaker cars in Los Angeles and as the organizer of a distributing company there which still carries on under his name. They know that when Studebaker got into



THE FINAL COMPUTATION of the Business Trend for March is 222. The 8 point drop from the February figure reflected decreases in combined new orders and business spending. A slight

gain in new orders last month combined with an increased rate of business spending brought the preliminary April estimate to 230. For the past 16 months business has been on a plateau.

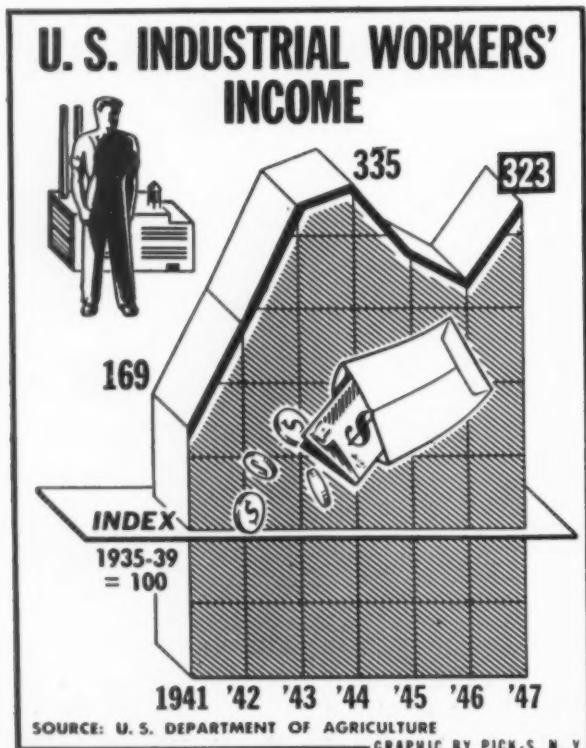
difficulty, he was called in to head the parent company. They know what a magnificent job he has done in selling the Committee for Economic Development to industry and to the public. But I'll let Glenn Griswold, editor of *Public Relations News* and chief proponent of the idea that Hoffman is primarily a public relations executive, have the last word. I agree with him that from the beginning of his career, Paul Hoffman demonstrated that his greatest asset was his ability to deal with people and to solve human problems.

SHOULD ADVERTISING BE CHOPPED?

At the same Association of National Advertisers meeting where Dr. Charles F. Roos told members that he saw the economic future for years ahead as one which called for increased advertising expenditures, another speaker told members that the common business practice of reducing advertising expenditures during and just prior to periods of business recession probably increases the tendency toward a depression.

This speaker was George H. Blackett, a partner in Blackett and Dalby, New York management consultants. Mr. Blackett is not in the advertising business and has never been directly accountable for advertising decisions, but he has had many years of experience in studying the effects of advertising decisions as made by his clients.

He has discovered over a 20-year period through comparing the general advertising index of our contemporary *Printers' Ink* with the Federal Reserve Board's index of industrial production, that even minor changes in business activity were followed by similar shifts in advertising expenditures. The change in advertising usually has occurred about a month later than like changes in industrial production. He goes on to say, "It is generally claimed that the results of advertising are cumulative and not all of them are observable immediately. Frequent acceleration and deceleration of advertising expenditures is likely to reduce the effectiveness of promotional efforts by disrupting continuity of



product appeals. If this is so, such changes as the record shows have occurred are wasteful."

Mr. Blackett believes that there are two critical periods in the recurring experience of the business cycle where advertising would seem to be of maximum benefit:

1. At the start of a recovery period.
2. At the start of a business recession, particularly if business inventories are threatening to become excessive.

He would follow the reverse practice of most businessmen. The tendency always has been to cut down advertising expenditures as soon as there is an actual or even an anticipated downturn in sales volume, and this, he says, compounds the adverse effect of the business cycle. He would counteract that by throwing additional funds into advertising and sales promotion for a brief period at such crucial points, and he would *cut down* on advertising when sales are booming.

"It is possible to have funds available for this purpose (for increased advertising at the first sign of a downturn) only if they are accumulated during a period of rising sales. In other words, restraint must be used in times when things are booming. It would seem possible and reasonable to accumulate a reserve during prosperous periods to provide funds for these supplemental advertising expenditures."

OPPONENTS OF ADVERTISING

Those people who do not believe in advertising, including those who do not like the so-called free enterprise system, are hoping that one of several bills introduced to eliminate the advertising of alcoholic beverages will be passed by this session of Congress. Recently the Interstate Foreign and Domestic Commerce Committee has been holding hearings on several bills which have been introduced into the Senate in recent months. One bill would fine and/or imprison not only the advertiser of alcoholic beverages, be he distiller, brewer, vintner, manufacturer, wholesaler or retailer but also the publisher and the common carrier. Other bills would call misleading any alcoholic beverage advertisement which suggests by statement, words, design, device or sound that the use of an alcoholic beverage is beneficial to health or will increase social or business standing or is traditional in American family life.

If this bill should become law the opponents of advertising would accept it as a signal to renew and intensify their attacks on advertising in general and on the capitalistic system.

Other minority groups would demand that their pet hates should not be allowed to advertise. Some people feel that white bread is injurious; others that salt and baking soda are much better for cleansing the teeth than the paste or powder formulas developed by manufacturers; some people feel that gum chewing is vulgar and should be discouraged in every possible way. So long as the product itself is legal, there seems to be just as much reason why such minority groups as the ones mentioned above should be allowed to dictate as there is for allowing the dry minority to tell the rest of the people that they are not to be allowed to see any more men of distinction or learn of the merits of the beer that made Milwaukee famous.

PHILIP SALISBURY
Editor

SALES MANAGEMENT

The General Foods Check List For Development of New Products

BY RICHARD H. MOULTON • Director of Market Research, General Foods Corp.

Creating and launching of new products call for policy decisions all along the line. Each proposed General Foods product must run the gauntlet of an eight-point check list. Would your consumer product brain child pass this management quiz?

At General Foods, the responsibility for the development of our business is primarily that of the general managers of our operating divisions. In the field of new products they have available the assistance of our technical research and development department and of the Market Research Department. Finally, any such project turns out to be a real team effort because a number of our other staff departments are involved.

The scope of this activity can best be illustrated by a check list which we have prepared with the help of a great many people in the General Foods organization. It would be foolish to hold for one minute that this is complete or contains the answer to all problems. It does, I believe, afford a good start for any similar problem in the consumer goods field.

Perhaps, more importantly, it points out the broad understanding of many company activities that the marketing man has to have if he is to sparkplug the development of the business through the introduction of new products.

Check List For Development And Launching Of A New Product

I. Company Objectives

- Which of the following purposes would the new product serve?
 - Round out company's present line
 - Fill idle time of plant and equipment
 - Utilize by-products otherwise less profitable
 - Maintain employment.

II. Product Story

- What is the proposed new product (brief description)?

- Which of the following qualifications will the proposed new product meet?
 - An entirely *new product* which will be accepted by consumers in adequate volume because it satisfies some need in the home and sells at a price consumers will pay.
 - A new product in an already developed field which offers some important competitive advantage such as *better flavor*, or other *demonstrable quality*, *improved convenience*, or other basis for greater consumer satisfaction, *new selling point* or *superior promotion procedure* or *greater value* in terms of price.
 - A new product, even without competitive superiority, in a relatively undeveloped field where there appears to be *ample opportunity for another product* to obtain satisfactory volume by sales to new users.
- Will the product have a new name, or will we trade on an existing name?

III. Market Data

a. Characteristics of the potential market:

- What is the present consumption of this type of product or products of similar characteristics?
- What is the potential size of the market after such consideration as geographical limitations, age groups, income groups, living habits, climatic factors, etc.?
- Are prospects likely to be sectionalized or scattered throughout the country?
- Is the market for the product likely to change in the next two, five, 10 years, and, if so, how?
- What is the frequency of purchase and use?
- Is use even or seasonal?

b. Competition

- How firmly entrenched is present competition?
- Is other competition likely to follow our entry into the market?
- Can other competitive items be quickly developed?



RICHARD H. MOULTON

Gives Products Third Degree

Dick Moulton has played about every position in the General Foods infield. Since April, 1947 he has been director of market research.

Moulton joined General Foods Corp. in 1929, serving in various capacities in the accounting and sales departments prior to becoming personnel manager of General Foods Sales Co., Inc. in 1937. Early in 1944, Moulton was named supervisor of industrial relations of the field sales organization. Later, he was staff assistant in charge of personnel training for General Foods Corp.

In September, 1942, Moulton took a six months leave of absence to serve as chief of the training section, Industrial Personnel Division Headquarters, Army Service Forces.

A native of Washington, D. C., attended George Washington University, and is a graduate of the National University of Washington. He was admitted to the bar of the District of Columbia Court of Appeals in 1930.

c. Legal restrictions

1. Are there any legal restrictions which apply to the product, its package, label, advertising, shipment, etc.?

IV. Product Research and Development

- a. What preliminary laboratory research is needed?
- b. What is estimate of time it will take, and how much it will cost?
- c. Are there any unusual patent or legal problems likely to be involved?
- d. Does it appear we may secure patent protection?
- e. Will successful small-scale tests insure successful large-scale operations?
- f. Have adequate plans been made for kitchen, consumer, and spoilage tests?
- g. Will these plans allow for ample time before test marketing?
- h. Does technical research department give final approval to the product?

V. Marketing Plans

a. Distribution

1. At what types of stores do consumers now buy this type of product?

2. Will contemplated selling methods fit the company's present sales organization?
3. If not, how much do we know about this type of distribution?
4. How do our proposed selling methods compare with competitors' methods?
5. What changes in or additions to our present sales force will be needed?

b. Test Marketing

1. Does the proposed test area represent a segment of the population that is typical of the national population with regard to consumption of this type product?
2. Is the sample large enough for reliability?
3. Does it represent a true cross section with regard to:
 - a) Division between urban and rural markets?
 - b) Economic status?
 - c) Geographical variations affecting consumption?
 - d) Age factors?

- e) Educational, religious or racial diet habits?
- 4. What gross margin is available?
- 5. What are estimates of advertising and selling costs for the proposed market test?
- 6. What are the profit and loss expectations?
- 7. What are the criteria of success for the market test operation?

VI. Advertising and Sales Promotion

- a. What approaches or appeals will be made, and how will these compare with competitive claims?
- b. What media will be used?
- c. How are advertising and sales promotion budgets to be determined?
- d. How much and what kind of sales promotional assistance should be given our salesmen and jobbers' salesmen?
- e. Has original publicity been decided upon?
- f. What types of introductory offers, deals, premiums, etc., if any, are contemplated?

VII. Production

- a. Preliminary feasibility studies
 - 1. Are the characteristics of the new product clearly enough defined so that the laboratory can work toward clear objectives?
 - 2. Can standard equipment be used?
 - 3. If not, is the proposed process of manufacture likely to prove practicable; are there other processes to be considered?
 - 4. Are raw materials readily available?
 - 5. What are the best preliminary estimates of maximum and minimum production costs?
- b. Packaging
 - 1. Are packages being considered from standpoint of:
 - a) Attractiveness?
 - b) Convenience?
 - c) Size?
 - d) Pack?
 - e) Resistance to spoilage?
 - f) Cost?
 - g) Legality?
 - h) Instructions for use?
- c. Raw materials
 - 1. What new materials are required?
 - 2. Are adequate supplies assured?
 - 3. Are sources of supply dependable?
 - 4. What inventories will be required?

- 5. What substitutes are available?
- 6. How will substitution affect quality? Cost?
- d. Production facilities
 - 1. Can new product be made at existing plant?
 - 2. Will new facilities interfere with present operations?
 - 3. Is wholly new plant required?
 - 4. If so, have all factors determining location been considered?
 - 5. What is preliminary estimate of new capital required?
 - 6. Will plant operation be flexible enough for adjustment to periods of unexpected heavy or low demands?

VIII. Final Financial Considerations

- a. What capital investment will be required in plant, equipment, and inventories?
- b. How much, if any, new capital is required?
- c. Has a timetable been made up estimating various volumes:
 - 1. Manufacturing and distribution costs?
 - 2. Prices and gross margins?
 - 3. Selling and administrative expenses?
 - 4. Net profit or loss?
- d. Does prospective profit warrant risk under the most adverse circumstances anticipated?

So You Have a New Product!

Richard Moulton's check list neatly complements the three-article series just completed by John Allen Murphy on policies and techniques for launching both industrial and consumer products. Mr. Murphy's articles appeared in *Sales Management* in these issues under these titles:

March 15 So You Have a New Product!
Now How Are You Going to Sell it?

April 1 What Type of Distribution Set-up For the New Product?

April 15 How Big-Line Firms Handle the Launching of New Products

The articles by Mr. Murphy are being reprinted. Copies should be available about May 10th.



Guy Gillette

▲ **STUDY IN PARADOXES . . .** meet Bill Von Zehle who's had a checkered career . . . including manager of a convalescent home, acting as "guide escort" (gigolo to you), fronting a band as leader, author of "Bedside Manor," and lifeguard. Four years ago he "settled" by founding his own advertising agency. Now it boasts a million a year in radio alone, handles a string of accounts which runs the gamut from the U.S. Coast Guard to National Electrical Manufacturers Association. These days he turns down accounts, which proves he's still a little mad. A visit to his offices generally finds a huge Gin Rummy game in session, Bill in his office alternately slaving and bellowing to Evie, his secretary, for a cup of java (bad for his ulcers so she's conveniently deaf), and a violent conference by the water cooler. The pandemonium is Bill's theory in action: People work better when they relax between jobs. Typically American? . . . well, he's nephew to Lord Lister, son of a Baron!

▼ **THE MINISTER'S DAUGHTER . . .** says "Pooh!" when she's handed that old saw about it being a Man's World. She's Rev. Drew's pretty chick, Alice Honore. And she holds down a man's job, thank you—director of advertising for Holtzer-Cabot, one of the country's oldest manufacturers of small power motors. Alice was the first woman chairman of the annual Direct Mail Leaders competition and she's bagged citations from The Dartnell Corp., and *Financial World* for her sales letters. Originally the Rev. planned to make a teacher of her. Miss Drew cagily sent out applications to the Virgin Islands exclusively, convinced Papa there were no jobs. She then insinuated herself into Stromberg Time Corp. as typist, gradually wore down the president and started jazzing up his sales letters. In nothing flat she was in charge of advertising. Next stop: Tel-Autograph where she also directed. The boss used to send her out to conventions armed with six new hats and her husband. *He* went along as chaperone, the wise man.



SALES MANAGEMENT



Guy Gillette

They're in the News

BY HARRY WOODWARD, JR.

▼ ADDING NEW BRICKS . . .

to a finished house. Sound wasteful? Robert J. Ritchie thought so too. And when he got to be manager of sales promotion for Carnegie-Illinois Steel Corp. he decided the company's old method of promotion simply heaped gingerbread on good framework. He changed the department's name to Market Development Division—customers shied away from a "promotion" man, he found—changed the department's outlook along with it. What Carnegie needed, he believed, was industry specialists to figure out more uses for steel in more industries. So he set up his department vertically with specialists in every field: coal, agriculture, transportation. In his package he included motion pictures, slide films, mechanized mailing lists, plant visits—even parties. Did it work? Definitely. U. S. Steel, papa to Carnegie, just named him director of the newly-created Market Development Division of U. S. Steel of Delaware. He has a few carefully assorted ideas for them too.

◀ **DECIBELS TO DERRICKS . . .** It's a far cry from that first sodden little tent to the 15 polished acres and huge, white exhibition buildings which Bill Way clucks over like a maternal hen. He sat on the nest of the first International Petroleum Exposition—the one in the tent—and now, as the world's largest industrial show celebrates its Silver Anniversary (May 15-20) he's still at it. But managing this big show is mere secondary activity to Bill. His other show, which runs 365 days a year, is the 50,000-watt station KVOO, where he's vice-president. Bill has that affable, probing face which characterizes class presidents and born organizers, can't keep his fingers out of interesting-looking pies. For instance, he represents the 12th district on the board of the NAB, serves as vice-president of Tulsa's Chamber of Commerce. In 1947 he completed his hitch on the NBC Station Planning and Advisory Council. Need a man?



"Big Top" Demonstrations Win Farm Friends for International

It's state and county fair planning time. This summer International Harvester will pitch tents across the Nation to show its implements and then team up this fall with dealers for "Family Parties." It's low pressure selling.

Ringling Brothers do not spread the greatest canvas in these United States. They may have the biggest tent but International Harvester has more of them. Harvester rates first place because, for three months each summer, it has shows out playing the interstate, state and regional fairs of the Nation, and for three months each winter Family Party shows are held indoors.

International Harvester Co. put on a big show at the Chicago World's Fair in 1933 and 1934. Last summer, hundreds of thousands of people flocked to Chicago's lake front to see a special show produced under director of M. F. Peckels, manager, Consumer Relations Department, to celebrate the 100th Anniversary of the original reaper factory.

It is probable that almost as soon as Cyrus Hall McCormick began to manufacture the world's first reaper, it was shown at country fairs. In those days it rated with the Fat Woman, the India Rubber Man, and the Blood-Sweating Behemoth as a world wonder and something to be gawked at. It was natural, as soon as dealerships were set up, for the new marvel to be displayed in roped-off arenas at places where farmers

gathered, with barkers spieling its story and its promise.

Since formation of the company in 1902, Harvester has organized product displays to be carried from state fair to state fair. In the early days the company, with only a limited line of equipment, sought to impress people by massing machinery. It went to fairs to get immediate sales. Leather-lunged salesmen buttonholed farmers, used high-pressure tactics, and urged them to "sign here."

Now everything is changed. At fairs today, Harvester seeks to entertain, give the people a good time, show them the new and in-demand equipment in the line, and earn goodwill for the Harvester name. It is a long-range program aimed at making farmers, a year or 10 years from now, think of Harvester as a good host, a friendly neighbor, and a

maker of reliable and fine machinery.

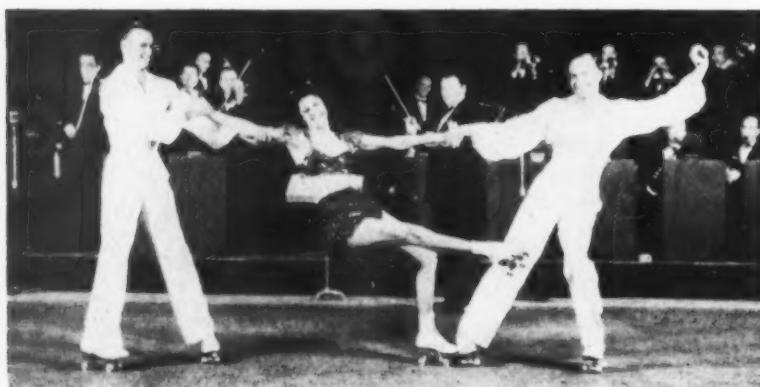
Farmers' wives and children often comprise well over half the audience. Consideration of wives can influence sales.

Girls rapidly grow up to become farm wives, and farm boys will become farm operators and farm equipment buyers in the near future. Already generations of farm people have seen the company's equipment at fairs, each year having the brand name replanted in their memories just as their own crops are replanted, until it is unforgettable. That is subtle selling.

Months before the summer fairs break out like a rash throughout the land, resourceful men in the general offices of International Harvester Co. in Chicago, are working out their "paper plans." First of all, the fairs are classified to determine just how and in what way exhibits at them will benefit Harvester.

Past attendance is checked and possible attendance during the coming year estimated; average percentage of farm attendance is arrived at by some sort of slide rule method; nature of crops grown in the surrounding territory is considered. After an over-all

TOP NOTCH ENTERTAINERS: The skirling pipes of Scottish bagpipers playing traditional Highland airs always make a hit at International's famous parties.



"HARVESTER CIRCUIT": International helps to keep vaudeville alive by booking professional acts like this straight out of booking agencies, winter and summer.



budget is set up, percentages of the total fund are allotted on the basis of the size of the fair and amount of mechanical farming done in the area.

While final control rests with a special department of Harvester in Chicago, the actual setup of the show at each fair rests with the nearest branch office. For example, International Harvester has a branch office in Springfield, Ill., where the State Fair is held annually. So the Springfield branch takes over.

Iowa, on the other hand, has two state or regional fairs each year. The Iowa State Fair is held in Des Moines, and the Waterloo Dairy Cattle Congress in Waterloo. Harvester has no branch in Waterloo, so its branch at Dubuque does the work.

At larger fairs display space generally runs from 30,000 to 60,000 square feet. Usually the setup remains on the same spot each year.

DUTCH BAND: It clicks with farm people everywhere, regardless of their origin. International Harvester checks its shows against its "Code of Ethics."



MAY 1, 1948

able machine was shipped out at once for actual use in the fields and on farms. Came 1947 and equipment was again available. Stress was placed at the fairs on two new items: the food freezers and the small Farmall Cub tractor. This is a light-weight, small-cost job produced especially for the small farmer or the "twilight city farmer" who comes home from his office late in the afternoon and wants to do a small job of limited farming between then and sundown.

Sometimes International Harvester turns up a surprise in its methods of showmanship. In 1946 it sponsored the RCA-Victor television show at the Iowa State Fair in Des Moines. Did it create interest? In eight days in Des Moines more people saw the televised show than visited the original television show in New York City during the entire World's Fair at that point!

To dramatize its Farmall Cub tractor, International Harvester took bear cubs on tour last summer. Miniature models of the tractor were carried with the shows and sold for \$1.50 each. So many thousands were sold that this deal developed into big business. Department stores all over the country are now selling them. This all adds up to advertising and costs the company very little.

Audience Participation

Often visitors are given a chance to participate in some action. Last summer at one fair anyone who so desired was invited to operate a tractor. During the single fair more than 15,000 persons actually took a ride.

So that everything will work smoothly, each branch draws on Harvester employees, specialists in their work, for the manpower used at the fair. Men qualified to answer every question are always on hand. They don't have their order books out. If a visitor does want to buy, his name is taken and he is referred to the dealer who is natural heir to his business. In some instances, the order may be taken and turned over to the dealer.

International Harvester believes that good-will is more valuable than any forced sale. Thus the investment in fair displays is considered to be almost 100% an investment in friendship and good-will.

In the course of a single season International Harvester may use every type of entertainment: circus acts, animal acts, hillbilly bands, cowboy bands, magicians, acrobats, wire acts, dancing acts. Any first-class act that can be put on a stage indoors



\$500,000 DISPLAY: International Harvester's "100 Years in Chicago" show drew thousands of people to Chicago's lake front last summer. Pre-planning paid off.

is considered. Eighty percent of all acts are booked through regular theatrical booking agents. Vaudeville people like the "Harvester circuit" because, they say, it is less strenuous than regular theatrical and night club engagements. They like, too, the three-months contract and the open air. And they like playing to the country people.

If an act goes well at the fairs, it may bounce right back for Harvester's winter circuit. That's another three months booking. The winter shows run through January, February and March. These, of necessity, are in-door shows, generally given in city auditoriums, school auditoriums or theaters. In a pinch they've been held in some warehouse.

Origin of Shows

The winter shows, like the fair shows, have their roots way back in the merchandising of Harvester machinery. In the beginning they started with what was then called "Delivery Day." Many years ago, in the late winter or early spring, it was a habit of farm equipment dealers to hold a spring opening. They'd get the season's supply on the ground and invite the farmers in from the country for a showing. Dealer days were strictly the concern of the dealer and all International Harvester had to do was to deliver the equipment which, anyway, had been bought by the dealer.

Finally as the years unwound, Harvester officials began to see the value of the idea and feel that with better organization it could be improved. They stepped into the pic-

ture from an organizational and control standpoint. Today during an average year, more than 2,000,000 persons—farmers, their wives and their children attend "Family Parties." Now, with everything timed to schedule, four distinct shows may be given in a day. One dealer last season showed to more than 6,000 persons in a single day.

The same stage shows may be used for the Family Party as were used at the summer fairs, but they are so routed that they never repeat in the same place. This keeps the shows fresh and new. There is one primary rule impressed upon every participating actor. Every line in the show must be kept clean. "Farm folk are good people," they are told. "The show is for the farmer, his wife and the kids."

Whereas the fair shows are strictly the business of International Harvester Co., the Family Party show is a cooperative venture. In fact, it is known to the couple of million visitors who attend annually as a show given by the local dealer. He gets the credit and Harvester wants it that way.

There are a number of rules laid down for the promotion:

1. No dealer must be high pressured into giving a party. When a dealer has decided to hold a party, it is scheduled at a time when he can take advantage of the circuit programming arrangements.

2. Selecting the right place in each town to hold the party is important. This usually means a city auditorium or school auditorium if available. At any rate, Harvester advises, get the

largest place in town. A well-promoted party will require it.

3. Comfort of guests is more important than anything else. Comfort includes comfortable seats, adequate parking and toilet facilities. The dealer is told: "Most of the people who come are your customers. So they are the most important people on earth to you."

4. Good showmanship is imperative. The timing of the show, the program itself, arrangement of the stage, lighting effects . . . are just a few of the things that are a part of showmanship. *Showmanship is everyday salesmanship in action.*

5. The Family Party is an ideal place for a dealer to introduce members of his organization. Some of them may be well known and others may not. Make them all assistant hosts. The introduction can be short but it should be a part of the program.

6. Promotion of the party is important. Harvester will print and mail invitations to a dealer's list if the list is supplied three weeks in advance. There is no charge for this service. Newspapers generally are glad to carry stories, as such a party is a local event of interest. Spot announcements on local radio stations are suggested. Telephone invitations on the day of the party always help in attracting a crowd.

7. Booking talent for the various acts on the show is a job attended to by the nearest branch office of the Harvester company.

8. Motion pictures are almost always part of the show. Pictures may run up to 60 minutes. Harvester has a strict rule that the films must be of high quality and entertaining, and no direct Harvester advertising is ever used. One exception: If a land terracing operation is shown, in color, it is likely that a red Harvester tractor might appear—but there would be no mention of it in sound or caption.

Strictly for Pleasure

Added to this a "Code of Ethics" has been developed, out of experience, which protects the dealer from many pitfalls, which might tend to lower the quality of the show. This covers dialogue and actions of actors and bans any advertising or sale of any product that might detract from the entertainment value of the show or lessen interest in it.

In this manner, the entire party is devoted strictly to giving the audience a good time, leaving pleasant memories and good-will. Benefits must come, not from immediate sales, but from these practical intangibles.

Salesmen's Union: "A Tiger"

In the New York Liquor Trade

BY E. W. DAVIDSON*

Distillers and wholesalers say they've lost heavily in the control and loyalty of their men—Union thinks "Each side is necessary to the other" — Hiring relief is coming.

How is the liquor industry getting along with unionized selling?

The closed-shop New York metropolitan area offers a good case study. Everything happens there that is common in the other unionized areas of the country—the Boston, Eastern New Jersey, Chicago, and Milwaukee regions—where contracts are like New York's. SM readers have already heard about the only additional union-selling liquor territory—California (SM, February 15, 1948, pages 46-58).

Today, after 11 years' experience, how do New York distillers, importers, and wholesalers regard the union? Here is a composite quote from many employers:

"Most of the time the union is a nice, peaceful tiger—with a glint in its eye. It's fairly reasonable if not 'riled.' For instance, when we have an absolutely bullet-proof case against a salesman, we can get support from the union, though of course 'protection of members' is its middle name. The contracts we have to sign are mighty tough in spots. We've lost a lot of control over our own men. Disloyalty and insolence are common. The minimum pay for wholesale salesmen is so high that lazy men work only two or three weeks a month and we can't do much about it. This is hard on sales volume. Unionism has hurt men's initiative.

Some Relief in Sight

"We've always had trouble getting rid of poor performers and even more trouble trying to bring in good men from outside because the union always has a list of unemployed members and long ago seemed to have closed its books to new men. And an initiation fee of \$250 is a high price to pay to become a salesman.

"However, this hard union control of hiring is relaxing, thanks to the Taft-Hartley Act. Under that Act,

the closed shop is illegal. As fast as contracts expire this summer and fall, we'll have the union shop instead. That permits us to hire anybody we wish, but they have to join the union.

"We'll have to admit there was cause for organizing salesmen in the hectic days of the middle 30's after prohibition. There were too many wholesalers and a lot too many salesmen. Dog-eat-dog practices needed correction; but with so many misfits in the business, wholesalers couldn't clean their own houses. There have been improvements, but there are still some undercover dealings in violation of union contract terms—and some gifts to cover them up. Some union salesmen still kick back parts of their commissions to customers, in spite of their contract and union penalties.

Outside Troubles

"It isn't the contracts themselves that are so bad; it's what happens after you've signed one. It is what's *not* in a contract that makes the most trouble. You hear some mighty peculiar contract interpretations from the union. And you find that, even though you are living up to your contract, you are further limited in what you can do with your salesmen by other 'brother' unions—the truckers, warehousemen, display distributors."

The consensus of many distillers, importers, and wholesale's is that trade practices have improved, but law, competition, and changing business conditions would have taken care of that in large part without unionism. They also say that while base pay for salesmen has risen, it would have done that anyway and that earnings by really hardworking men are no better than they were before these men organized. It is only the low-end men who have benefited. Nearly everybody agrees, however, that contract protection of salesmen against abuses by unscrupulous employers is a desirable thing.

Distillers' relations with the union are usually less tense than those between wholesalers and union. Selling for producers is not a "manpower industry." Where one distiller may have only 10 men working New York—all strictly limited by state law and by union contract to missionary work—one wholesaler may have 50 to 100 men out selling. In the metropolitan market there may be only 150 producers' men; but wholesale salesmen number 1,200 to 1,400. This makes wholesaling a more attractive field for the union.

It also makes distillers' men less union-minded. They are more likely to be career men with promotion and executive jobs ahead. A few of them, in talking (surreptitiously) with SM, laugh at unionism—but they hang onto their \$5-per-month union cards because they couldn't work without them. The general impression is that, when there is a union poll on any question, even these men vote as they're told to vote. They hardly dare do otherwise. They could always be kicked out of the union on some pretext.

That's a summary of a part of the comment from employers. (To learn what SM thinks, see page 120.)

There is no visible effort, however, on employers' parts to abolish unionized selling. "It couldn't be done even if we wanted to try—which we don't," is a common observation. The whole producing and distributing industry is too solidly unionized. The salesmen for producers, importers, and wholesalers have to deal too extensively with unionized customers.

What does the union think?

Quotes from the Union

Listen to crisp, little, sharp-eyed, well-dressed, 60-ish Sol Cilento, executive vice-president of "The Wholesale Licensed Alcoholic Beverage Salesmen's Union, Local 2 of the State of New York, affiliated with the Distillery, Rectifying and Wine Workers' International Union of America, affiliated with The American Federation of Labor (hereinafter referred to as the Union)," as every contract reads. He is also general secretary-treasurer of the International. Mr. Cilento originally

* SM's Director of Customer Relations.

organized New York Local 2 in 1937—the country's first liquor salesmen's union—and has been active in it ever since. Local 2 covers producers', wholesalers', and importers' salesmen in New York, though the three kinds of contracts differ somewhat.

What Started It All

"Bad conditions in the industry forced salesmen to organize; they didn't do it because they wanted to," says Mr. Cilento. "When liquor became legal, everybody and his brother rushed in and tried to get rich quick. Some of the wholesalers—and salesmen—had been bootleggers. There was no code of ethics of any kind. Everybody was cutting everybody else's throat. A salesman would go out at 9 o'clock in the morning offering a 3% discount on some brand of whiskey. But somebody else would offer 4%. By 10 o'clock the first man would telephone his office and find the discount was 5%. And so it went. Nobody knew where he stood.

"There was constant price pressure by distillers on wholesalers, and by wholesalers on their salesmen. Cut-rate retailers raised hell in business. Commissions to salesmen were whittled down. Most salesmen were on straight commission. There were thousands of them. Many just starved—and were mistreated in dozens of ways. Accounts were snatched away from them by the house; they got fired for nothing.

"I was a wholesale salesman myself at the time—and doing all right, too. Well, some of the boys formed a social club in 1934 where they talked over their troubles. The club eventually tried to deal with employers. It was no good because the club couldn't put any teeth in it.

Birth of Local 2

"When somebody suggested we organize into a union, I said no. I don't know anything about unions and I don't want any of it. But abuses of salesmen were so bad that finally I agreed to get A. F. of L. to take us in.

"It was tough at first. I got fired for my union activities. That made me more of a union man. But we were trying to help these wholesalers clean up their mess—and were they in a mess!—by eliminating a lot of unnecessary salesmen including the bums, by securing fair compensation and uniform discounts, by banning kickbacks, favoritism, and a lot of other lousy practices.

"We got our first wholesale contract in 1937. Under it, our men

got paid on a 33 1/3%-of-net-profit basis. This didn't work. Those jobbers wouldn't show their books. However, we did get the wholesale association to adopt a 'code of ethics'. Also, wholesalers agreed to employ not more than 25% non-union men, for we didn't have a closed shop at first. They agreed not to fire a union man without 'just cause' and a few more such conditions. The next year we got a clause in the contract fixing minimum drawing accounts at \$25 a week. Since then of course we've been able to get a closed shop and better conditions including a minimum draw of \$65.

"In 1938, we got a contract with the distillers on about the same basis. In my opinion *they* needed help to correct some of *their* troubles too. Finally, in 1939, we buttoned up importing houses.

"There's Sanity Today"

"Today there's sanity in the business. Instead of over 100 jobbers in New York, there are only about 30. Instead of thousands of salesmen—some of them hungry—there are only 1,500, and most of them are earning a living. I would estimate that the wholesale salesman who really works makes between \$7,500 and \$10,000 a year, though the stars run up to \$20,000. Distillers' salesmen who had a minimum salary of \$150 a month before they organized, now get a minimum of \$275; but that's only a minimum for beginners. All union men, no matter who employs them, have protection in their jobs.

"I think the type of salesmen in the business has greatly improved. We don't want any bums in the union. And we keep our men in line. We kick out bad actors."

Naturally there is a big difference of opinion over whether the union keeps its men "in line." When SM asked Mr. Cilento how many had been bounced out of the union in 11



years he could think of only four. But he insists this is partly because they are carefully screened before they are allowed to join in the first place. Employers secretly snort at this "screening" as merely a union device to get jobs for its unemployed "and its unemployables."

Mr. Cilento says he feels the industry has profited by unionism. Relations between union and employers are "good because nearly everybody wants to be fair." He thinks "neither side could exist without the other."

Some Contract Terms

Consider the major terms of the New York contracts. (Each distiller normally negotiates his contract separately with the union; wholesalers operate under a blanket agreement worked out with Local 2 by their association. General clauses are identical or similar between the two classes of contracts; compensation and certain other clauses vary.)

In both the wholesaler and the distiller contracts the union is recognized as sole bargaining agent. Only members of the union in good standing may be employed, "the union to be the sole judge of the good standing," and any union man who loses this standing must be discharged upon union notice to the employer. No man who has left the employ of another firm in the industry may be hired unless he has a clearance card from the union.

A salesman may be discharged only for dishonesty or incompetency—if the union agrees—after reasons have been supplied by letter to the salesman and the union in advance. In case of disagreement, the matter goes to arbitration. Experience has shown that "incompetency" of a salesman is difficult to prove to union officers. There is, however, a 30-day "trial period" for new employees during which the company may fire without assigning any cause. Some employers say this is far too short a period.

Seniority Governs

In the distillers' contracts it is provided that, "In all cases of promotion, recall, increase, or decrease of the sales force, seniority rights of employees shall govern." This of course is unpopular with sales executives.

In both contracts men employed in excess of one year are guaranteed two weeks vacation with pay in June, July, or August as the employer may decide. They get Saturdays, Sundays, and 12 holidays off with pay. The minimum wage for distillers'



40 Years Growth in 2 Years



THE telephone was forty years old before there were six million Bell telephones in this country. Now there are twenty-nine million. The last six million have been added since these little tots were born—in about two years instead of forty.

But growth is not the only measure of the increased value of your telephone service. Many new developments, worked out in Bell Telephone Laboratories and now being put into service by your telephone company, are extending its scope and usefulness.

There is the extension of telephone service to automobiles, trucks, busses, boats, trains and airplanes.

There is the \$200,000,000 program to extend and improve service in rural areas. Today there are 50% more rural telephones than when the war ended.

Then there is coaxial cable, no thicker than your wrist, which can carry 1800 Long Distance calls at one time. And along with it is a new system for transmitting telephone conversations by super-high-frequency radio waves. Both are designed so they can be used

for Television as well as Long Distance calls.

And research on new electronic devices, now under way in Bell Telephone Laboratories, brings still wider horizons of electrical communication within view.

It's all a part of progress and our constant effort to make telephone service better and more useful for every telephone user.

BELL TELEPHONE SYSTEM



salesmen is \$275 per month. Any salary above that may be arrived at by agreement between the company and the man; but once set, it cannot be reduced, not even by a subsequent employer. One of the "peculiar union interpretations" of this clause about which distillers complain is that if a distiller raises one worthy man \$50 a month, the union may demand that he raise *all* his men \$50 per month each. Expense allowances, once fixed, may not be reduced "except for good and just reasons" such as "a change in the nature of the salesman's route or customers, requiring less expense than theretofore was necessary."

A form of the check-off is in effect with both distillers and wholesalers. The employer accepts union dues or assessments from his men and transmits them to the union "on or about the 7th day of each month." In case a man does not pay his dues on time, the employer agrees to deduct them from money due the man and transmit them to the union "if requested by the union and theretofore consented to by the salesman."

"Equality of Opportunity"

The wholesale contract fixes rates of salesmen's commission on the various classifications of merchandise and requires them to be uniform between salesmen. This same "equality of opportunity" for all salesmen in any one employ applies to discounts (which must be legal), merchandise deals, and so forth. The wholesaler agrees to post price lists and discount schedules in his "salesroom," and simultaneously to send copies to the union. If a salesman for a house files a written complaint with the union against his employer, the union must have access to the employer's books and records—but need not reveal which man has complained.

Wholesalers must pay each man his full drawing each week (at least \$65 per week, or a greater amount determined by the employer, the man, and the union) whether his monthly commissions equal his draw or not. Thus an inactive man may run in the red for months at a time. If a salesman is consistently in the red too long, it *may* be proof of "incompetency" and the union *may* agree to a discharge. In periods of slack business, a lot of men in the red (who cannot be fired) run up the cost of selling.

Wholesalers must furnish the union monthly statements of every man's total sales and total compensation. Weekly they are required to furnish each of their salesmen duplicate copies of all sales made by or

credited to him. Since each man has an assigned territory and list of accounts—which becomes exclusively his after two months and may not be altered without his and the union's consent—sales in that territory are credited to him whether or not he ever made a call on the purchaser. That, however, is not precisely the way the contract reads. It merely requires that a man get credit for sales "to any and all accounts obtained by the salesman in his territory."

Territorial Rights

Under this contract, no salesman may be transferred to any other territory without his consent "except for just cause." Exactly what constitutes "just cause" is a matter for negotiation.

The wholesaler "shall not open maintain or sell through house accounts. In the event the employer shall make or effect any sale through any of its officers, members of the firm, or by any other means than through a salesman, full credit for such sale shall be given to the salesman in whose territory the customer to whom such sale was made shall be located."

And "any attempt on the part of the employer to induce any salesman by any means whatsoever to give up, surrender or return any part of his compensation shall constitute a breach of this contract."

In both kinds of contracts the union reserves the "unqualified right to refuse to handle strike-bound goods in the event the employer has labor difficulties" with any other A. F. of L. union. Of course no salesman can be required to cross a picket line.

Both contracts call for mediation or arbitration before either a strike or a lockout may take effect. There have been no general strikes. Occasional strikes have been against only one or two employers at a time. Customarily the union wins.

Businesses "On the Side"

One interesting clause in the wholesale contract reads: "Any salesman employed by the employer shall not be permitted to engage in any other work unless the employer shall give his consent thereto in writing." In operation, this is often forgotten. A good many wholesale salesmen run businesses of their own on the side, it is reported. In some cases this is not detected by the employer. In others, the employer never raises his voice if the man is, at the same

time, a good producer of liquor orders.

Nowhere in either contract is there any clause saying a distiller or a wholesaler may not require his salesmen to distribute sales promotion material. Nevertheless it is not done unless the salesman is unusually cooperative. The salesman can thumb his nose at his sales manager and get away with it. He can't be fired for that. The union backs him up. There is always the chance that if he engaged in promotion work—common in other industries—the union might crack down on him for taking work away from his display distributor union brethren. Certainly his union would crack down on the employer. This makes it difficult for a distiller to get cooperation from his wholesalers on most kinds of sales promotion because of "equality of opportunity" clauses. In effect, a wholesale salesman must not do anything for one brand that he doesn't do for all others handled by his house.

Call Reports? They're Out

Also, nowhere in the wholesale contract does it say a sales manager may not require weekly call reports from his men; yet it's an unusual manager who succeeds in getting them. That much sales control seldom exists under unionism.

As for distillers' salesmen in unionized New York—where they cannot legally take an order, but often telephone a tip to a wholesale house—their functions are to shake hands, plug their brands, ferret out troubles, induce bars and dealers to display their stock, and contact their wholesale distributors.

There you have a picture of sales unionism in an industry that has to accept it, taking the bad with the good. But the bad is growing no worse, since the passage of the Taft-Hartley Act. In fact, one industry leader—who, like all the rest, requests anonymity—observed: "It seems to me, during the past few months, the union is becoming less a tiger and more a big, tough airedale."

Nevertheless the "big tough airedale" growls at some New York employer every day. Some of its men continue insolent. Some of them continue to refuse to make calls that might produce business. They do their work about as they wish. It's an unusual—and mighty rugged—liquor sales manager in the New York metropolitan district who, today, has as much as 75% control over his own sales force. That's unionized selling.



The South's No. 1 Salesman

THE MAN behind the counter knows the cash register rings when the product is advertised in *The Progressive Farmer*.

Good merchants, throughout the rural South, will tell you *The Progressive Farmer* is *the South's No. 1 Salesman*—the buying guide of most of their best customers.

Thousands of Southern retailers and wholesalers were recently asked by an independent research agency to choose the farm magazine with

greatest advertising influence in their trade territories.

The Progressive Farmer was chosen more often than the next five magazines combined . . . and almost three times as often as the second magazine.

More and more advertisers are enlisting the help of *the South's No. 1 Salesman*. *The Progressive Farmer* made the greatest advertising lineage gain of any monthly farm magazine in the United States during the last three years.



Advertising Offices: BIRMINGHAM, RALEIGH
• MEMPHIS, DALLAS, NEW YORK, CHICAGO
Pacific Coast: Edward S. Townsend Co., San Francisco, Los Angeles

Television Gets Top Billing At Advertising Agency Convention

Television and how to make it sell goods, won sharpest attention at the Virginia Beach, Va., convention of the American Association of Advertising Agencies, April 7-9, where the 4-A's celebrated its 30th anniversary. Thomas D'Arcy Brophy of Kenyon & Eckhardt was chosen 1948-49 chairman of the board and President Frederic R. Gamble was re-engaged for another two years.

Also in the three-day program a great deal was said about 4-A projects such as continuing researches in media readership, "examinations in advertising" by which better qualified young men are drawn into the industry, methods of improving agency relations with business in general, the campaign for more effective public service advertising, how to cut agency costs and lift sagging profits, the studied effort for better copy and radio commercials, and the Association's self-censoring method of keeping advertising clean.

In addition, two outside speakers

were headlined. Admiral W. H. P. Blandy, Commander of the Atlantic Fleet declared no future war can be won by bombing alone—not even with atom bombs—that control of the seas will always be essential to transport and supply the land forces which always clinch a decision between warring nations. Rep. Karl E. Mundt (R., S.D.) caused many of his 300 rapt listeners to remark: "That man is *presidential timber*," after he had declaimed that United States foreign policy to circumscribe Communism is improving daily and that our United States Information Service, telling America's freedom story to the world, is greatly strengthening the will to peace. He said advertising agency men can be "front line fighters" in part by urging export advertisers to use some of their space to sell Democracy abroad.

Television, however, was a No. 1 subject. Peter Langhoff, director of research for Young & Rubicam said television is "coming to life with a

boom." Nearly 25% of the United States population is now within reach of the 21 stations televising commercially. Applicants for broadcasting licenses have increased in six months from 89 to 270. Advertisers have increased from 89 to 211. About 150,000 families have joined the set-owning roster. He said there are now possibly 150,000 sets operating in New York City, 27,000 in Philadelphia, 17,000 in Los Angeles, 16,000 in Chicago, 8,000 in Washington, 7,000 in Detroit, etc. and the national total may be 750,000 sets by the end of this year, but that manufacturers are still censoring their distribution figures and should quit it so that advertisers can move into programming with assurance.

The two things the industry needs, in order to attain its "terrific potential" as an advertising medium are (1) better programming, (2) less expensive sets. But, continued Mr. Langhoff, even with 250,000 sets reported in use today, with a prospect of 2,000,000 within another 18 months, advertisers will not fight for the privilege of using television unless they can measure the cost and results with some accuracy.

Cost Per 1000?

He said recent checks in New York City showed an evening median set usage to be 60% (compared with a 35% median for radio). Viewers-per-set averaged four—omitting bar and grill audiences. And viewing television requires undivided attention, thus giving high assurance that viewers will get an advertiser's message—if the program is good enough, which, in itself, is a powerful challenge to producers.

What does television cost today, per 1,000 viewers? "Here is where I stick my neck out," said Mr. Langhoff, "for nobody can do better than guess." This table is his best guess for New York City:

**SUBWAY CAR CARDS and
Station Posters are your surest
medium for reaching New
York's buyers because . . . of
New York's 5,370,000 adults...**

**9 OUT OF 10
ARE SUBWAY RIDERS!**

NEW YORK SUBWAYS ADV. CO., 630 FIFTH AVE., N. Y. 20

	April 1948	Jan. 1949
Sets owned	150,000	375,000
Sets in use	60%	60%
Viewers per set	4	4
Total cost—		
$\frac{1}{2}$ hr.	\$6,000	\$9,000
Cost per 1,000 viewers per		
$\frac{1}{2}$ hr.	\$16.67	\$10

(Continued on page 52)

How the Bonanza multiplies manpower

MOEHLENPAH ENGINEERING INCORPORATED

RESISTANCE WELDING

PHONE
JEFFERSON 0325



INDUSTRIAL EQUIPMENT

4030 CHOUTEAU AVENUE
ST. LOUIS 10, MISSOURI

February 14, 1948

PROGRESSIVE WELDERS

Spot Welders
Aluminum and
Steel

Battery Welders

Hydraulic
Guns

Spot Welders

Multi-Spot

KNU-VISE
CLAMPS

Flame

Flux

AMPCO ELECTRODES

For
Resistance
Welding

ROSS
VALVES

Manual and
Solenoid
Air Valves

TOMKINS- JOHNSON CYLINDERS

Air

Hydraulic

Roasting

Rising
Machines

Crusher
Machines

RACINE HYDRAULIC SYSTEMS

Pumps
Valves
Reservoirs

Mr. Walter H. Beech, President
Beech Aircraft Corporation
Wichita (1), Kansas

Dear Mr. Beech:

Our company acts as exclusive agents for the manufacturers listed on our letter-head in parts of Kansas, Nebraska, Iowa, Missouri, Illinois, and Indiana.

Most sales require engineering assistance, many times on short notice. Customers appreciate our ability to be in their plant either for consultation or service in a matter of hours.

On one occasion I surprised a purchasing agent by appearing in his office, 340 road miles distant, 3 hours after receiving his wired request to see him. Competition never really got started on that sale.

The extra passenger space and speed allows us to take prospective customers to "see for themselves" on similar installations at distant points or in the "home" factories. Sales usually result. We believe that sales influenced by the use of the Bonanza more than paid for it during its first six months.

301 hours of use have surprised us with its economy. It often makes the same trips on less gasoline than is required by our 85 horsepower two-place ship.

Congratulations on a superb ship.

Yours truly,



W. G. Moehlenpah

WGM:rmca

● A note on your company letterhead

brings an informative brochure on "The Air Fleet of American Business." Address Beech Aircraft Corporation, Wichita, Kansas, U. S. A.

Top speed, 184 mph
Cruising speed, 172 mph
Range, 750 miles



BEECHCRAFTS ARE THE AIR FLEET OF AMERICAN BUSINESS

WMBD

dominates PEORIAREA

These Consistent Schedules
Have Been Selling
Products For A Long,
Long Time...



Time buyers plan schedules on RESULTS. That's why these national spot and regional advertisers have consistently placed their advertising with WMBD to reach the rich PEORIAREA market.



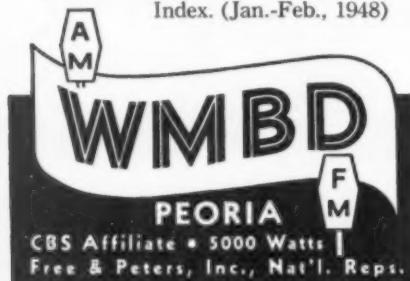
DR. CALDWELL
DOANS KROGER
OYSTER SHELL
OAKFORD ROSZELL
18 LOCAL ADVERTISERS



BULOVA EX LAX
INTERSTATE BAKERIES
CRITIC FEEDS GIPPS BEER
7 LOCAL ADVERTISERS

*

WMBD DOMINANCE! Always a bigger share of the audience than all other Peoria stations combined. See latest Hooper Station Listening Index. (Jan.-Feb., 1948)



4-A BIG CHIEFS FOR 1948-49: Secretary-Treasurer Henry M. Stevens (J. Walter Thompson Co.); Chairman Thomas D'Arcy Brophy (Kenyon & Eckhardt, Inc.); President Frederic R. Gamble; Vice-Chairman Clarence B. Goshorn (Benton & Bowles, Inc.). They're on the job.

As for impact and penetration of a sales message, Mr. Langhoff said his evidence was "sketchy but impressive." Next-day telephone checks show sponsor identification ranging from 70% to 80%. Longer-time recall checks on a one-shot event reveal 35% sponsor identification; 67% for a show that had been running six months. As for television-radio preference among television set owners, a Hooper test yielded 94% television preference with 3% favoring radio and another 3% on the fence. That seemed to prove to popularity.

Despite television's spectacular start as a popular advertising medium that sinks in sales messages, Mr. Langhoff urged advertisers to "bold action and tough thinking" in audience, program, and technical research.

15% Is Too Little

Television requires new techniques specifically its own, according to Kenneth W. Hinks, J. Walter Thompson Co., but it can draw on experience in copy, art, radio, and motion pictures. Already a television account needs the services of every department of an advertising agency. And production costs are so high, he said —because they have to cover details such as costumes, carpentry, painting, etc.—that the standard 15% agency commission is much too low. He did not specify what he thought it should be.

Mr. Hinks believes television eventually will build up, not break down, other advertising media by expanding and strengthening the whole of the advertising industry.

A critic's point of view was expressed by Jack Gould, radio editor of *The New York Times*, the only "outside" speaker in any of the busi-

ness sessions. He said that, though it is neither surprising nor alarming, most television programs today provide viewers "a very slim diet indeed." He thinks a "live" show has a decided edge over motion pictures, particularly since so few films have yet been made for television. A televised radio show may appeal to advertisers in this early stage of television because of its cheapness, but it loses the quality of make-believe "which is the very heart of any theatrical medium."

Making Stars Overnight

One of the advantages of television over radio to an advertiser is this, he said: When an audience can see as well as hear an actor—or an announcer—that person can become nationally known almost overnight, thus becoming of fullest value at once to the company that pays the bill. He pointed out a danger in television commercials. He thinks they are more punchful than radio plugs for a product, but repetition such as advertisers now practice wears them out quickly. They need frequent change.

Mr. Gould warned agencies that when they use television, "You are no longer just advertising. You are influencing directly the public standards in entertainment, culture, taste, and thinking. You are a trustee of national values upon which no price can be placed." He even urged agencies to duck their traditional anonymity and to announce themselves as the producers of their television shows. "The average American doesn't even know you exist," said he. "Come out of your dark corners. It could improve your public relations. It would advertise advertising too."

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EMENT

"I SEE THEIR ADVERTISING—
WHERE CAN I BUY THEIR
PRODUCTS?"

Here's a simple way to answer this question

Trade Mark Service . . . in the *classified section* ('yellow pages') of telephone directories . . . is the solution.

This ideal dealer identification plan gives you the opportunity of telling prospects where to buy your products. You simply arrange to display your trade-mark or brand name over a list of your local outlets in the directory of each community where your products are sold.

Then, for the clincher in your advertising, you can use a statement like this: "See your Classified Directory for the (your brand name) dealer nearest you." Thus, the merchandising circuit is complete between your advertising, your prospects and your outlets.

The effect? Present users will tell you that Trade Mark Service is a sure way to direct prospects to dealers . . . to prevent sales lost through substitution.



For further information, call your local telephone business office.

Readers' Service Can Furnish These Reprints

Send order with remittance to Readers' Service Bureau, Sales Management, Inc., 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number:

NEW REPRINTS

172—Are Your Salesmen Equipped To Prove Quality? by Burton Bigelow. (Price 5c)

171—Four Practical Approaches to Packaged Food Merchandising, by Frank L. McKibbin, Jr. (Price 10c)

170—How to Train Salesmen For a Buyers' Market. (A selected group of articles on the theory and practice of sales training.) (Price \$1.00)

169—ABC's of Effective Sales Training, by William Rados. (Seven articles.) (Price 50c)

168—What Kind of College Training for Careers in Sales? by Robert S. Wilson. (Price 5c)

167—The Passion for Inquiries, by Cheltenham Bold. (Price 5c)

166—65% of the Men We Hire Now Stick and Succeed, by George L. Todd. (Price 5c)

165—Ten Ways to Avoid Aimless Interviews with Sales Applicants, by Lewis Llewellyn. (Price 5c)

ADVERTISING

160—National Brands Now Get Full Recognition in Kroger Chain. (Price 5c)

159—Does It Pay to Repeat an Ad? Tests Say "Yes." (Price 5c)

158—Primer on Prize Contests, by Frank Waggoner. (Price 5c)

MANPOWER PROBLEMS

163—Bigelow-Sanford Pay Plan Teams Salary with Two-Way Incentive. (Price 5c)

155—Morale in the Sales Force: What Can We do To Keep It Healthy? by R. L. Cain. (Price 5c)

145—Five Yardsticks for Measuring a Salesman's Efficiency, by Richard S. Crisp. (Price 10c)

142—Paying for Sales: Some Compensation Principles and Practices. (A portfolio of 13 articles.) (Price 50c)

MARKETS

156—Sales and Advertising Experts Pick the Best Test Markets of the Country in Three Population Groups. (Price 25c)

152—Where to Look for Big Buyers in Chicago. (Includes a tabulation of Chicago buying offices.) (Price 10c)

125—New York Buying Groups Increase Department Store Memberships in 1946. (Includes tabulation of membership in principal cities.) (Price 10c)

142A—Los Angeles Now Rates as Major Buying Center. (Includes tabulation of Los Angeles buying offices.) (Price 10c)

PACKAGING

162—What Women Like and Dislike About Packages Today. (A survey of housewives in ten cities.) (Price 25c)

SALESMANSHIP

164—How To Sell To Dealers, by W. C. Dorr. (Three articles.) (Price 20c)

161—Why I Lost That Order. (Price 5c)

149—Salesmanship as a Profession, by Robert S. Wilson. (Price 25c)

126—What Makes a Star Salesman Tick? by Jack Lacy. (Price 5c)

REFERENCE TOOLS

144—A Current Reading List for Sales Executives and Salesmen. (Price 25c)

SALES MANAGEMENT

WORCESTER Tops All Major New England Cities in January RETAIL SALES ACTIVITY

The United States Department of Commerce reports January 1948 Retail Sales compared to January 1947:

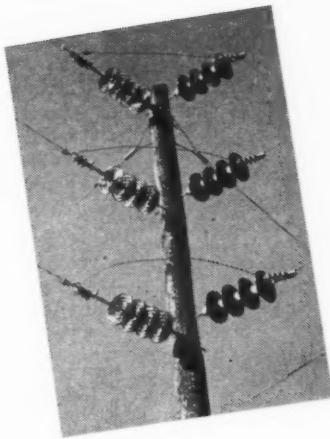
	Total Retail Sales	Food Group	Apparel Group
WORCESTER	+8%	+14%	+9%
SPRINGFIELD	+2%	0	+8%
BOSTON	+1%	+8%	-11%
PROVIDENCE	-1%	-8%	-9%
NEW HAVEN	-1%	0	+3%
HARTFORD	-12%	+2%	+2%

The key to this beehive of Retail Sales Activity is the Worcester Telegram-Gazette. Daily circulation in excess of 140,000 and Sunday circulation over 100,000.

The new 1948 revised and improved Druggist Route List, of the Worcester Market, is now available.

The TELEGRAM-GAZETTE
WORCESTER, MASSACHUSETTS
GEORGE F. BOOTH Publisher
MOLONEY, REGAN & SCHMITT, INC., NATIONAL REPRESENTATIVES
OWNERS of RADIO STATION WTAG

SOUTHWEST WELCOMES NEW HIRED HAND



**Electricity now at work on 293,422
farms in Oklahoma and Texas**

Southwestern farmers have a new hired hand, the most versatile and efficient hired hand any farm people ever had.

This new hired man pumps water, grinds the feed, provides light, washes the clothes, entertains the family by radio, milks the cows, makes toast, cooks, washes dishes and does a couple of dozen other chores around the place.

This hired hand works for less money while getting more work done.

The hired man's name is Electricity. He's going to work on scores of new farms every day . . . big farms, little farms and ranches of all sizes.

Oklahoma and Texas farm families are installing electricity at a rate equalled by few other states.

Since 1934, in rate of expansion of rural power facilities, Texas ranks fifth and Oklahoma eighth among all 48 states.

Under REA, Oklahoma has energized 20,422 miles of line to service 78,605 rural customers, 47.7 percent of the farms in the state. Texas has done even better, with 57,610 miles of line to reach 214,817 consumers, 55.8 percent of the farms in the nation's biggest state.

Men of one remote community in Southeastern Oklahoma chartered a bus to send a delegation to request electric service at a district office. They got it, and quick.

A woman in western Oklahoma asserted, "The biggest thrill of my life came at 2 o'clock one Thursday afternoon when electricity was turned on at my house."

Never before have Southwestern people on the farm been in position to enjoy so much in the way of better living. Today they have the buying power, with good crops and good prices . . . and they are spending their money for better living on the farm.

Lewis Downing
EDITOR

While cash receipts from farm marketings for the nation were up 23% in 1947 from 1946, Oklahoma and Texas farmers definitely moved into the upper brackets, with increases of 43% and 42% respectively. Only three states in the U.S. showed greater increases. Advertisers who wish to direct the spending of this surplus will find an able aid in The Farmer-Stockman, with its more than a quarter million circulation in the Oklahoma-Texas Southwest.

MODERN REFRIGERATION HAS FOLLOWED ELECTRICITY TO THE FARM IN THE GREAT SOUTHWEST.

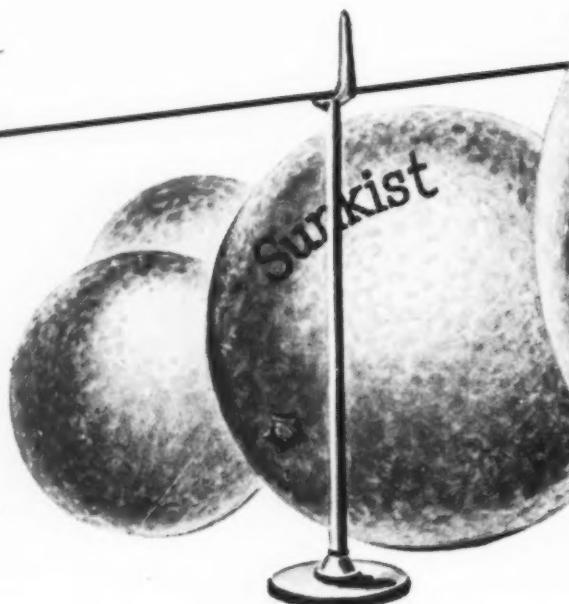


The FARMER- STOCKMAN

OKLAHOMA CITY . . . DALLAS

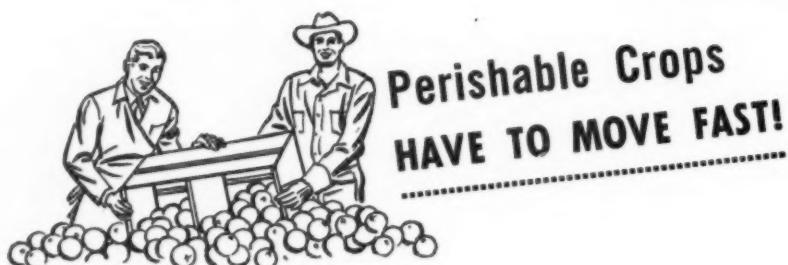
THE OKLAHOMA PUBLISHING CO.: THE OKLAHOMAN AND TIMES—WKY, OKLAHOMA CITY—KVOR, COLORADO SPRINGS
KLZ, DENVER (Under Affiliated Management)—REPRESENTED NATIONALLY BY THE KATZ AGENCY, INC.

Sunkist



Sunkist

Advertising Agency:
Foote, Cone & Belding



When Dame Nature says "the citrus crop is ready" things have to move fast. Sunkist knows this and, Sunkist advertising swings into action *fast* to move the famous Sunkist brand.

To speed the fresh citrus crops through Michigan stores, Sunkist depends on advertising in *all eight* Booth Michigan Newspapers. Booth circulation into 377,598 individual homes outside the Detroit trading area gives the retailer high volume sales on a good profit item, and moves Sunkist *fast*, when the crop is at its peak in flavor and nourishment.

You, too, can stimulate your retail sales through direct newspaper advertising in all eight Booth Papers. They have an enviable reputation for moving goods out of warehouses, off shelves, into the homes of consumers.

For specific data on Booth Markets,
call or write:

The John E. Lutz Co., 435 N. Michigan Ave.,
Chicago 11

Dan A. Carroll, 110 East 42nd Street,
New York City 17

BOOTH Michigan NEWSPAPERS

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS



BETTER STORE LAYOUT, MORE SALES: Chain operators are watching the aisle space factor. Improved layouts, such as this one in the Kresge store in Pontiac, Mich., can, and do, lift impulse sales.

5 & 10's See Better Promotion Offsetting the Shrinking Unit Sale

BY T. HARVEY McCLURE • *Syndicate Store Marketing Counsel*

It's more than a straw in the wind—the definite trend toward interest in lower-priced units, as revealed in current chain store sales. Manufacturers who supply these outlets will do well to edit their selling policies accordingly.

If any one type of retail distributor could lay claim to being a business barometer, it probably would be the Fixed Price Variety chains. Selling as they do, entirely on the basis of open display, they should be the first to feel any variation in consumer tastes and demands. "Sellin' What Sells Natcherly" is the theme song of this group, and the managers and buyers have to keep close tabs on shifts in customer interest if they would avoid having unsalable merchandise in their stockrooms.

Trading up, or up-pricing, in the 5 and 10's has been the accepted and profitable policy for the past 10 years. Top price limitations were dropped. Emphasis was put on more expensive numbers of each line. The 50c and 75c sizes were added to the 10c and 25c sizes and given top display. Average figures per sale soared as did also net income.

Today, variety chain executives are faced with the possibility of a reversal of this trend, at least in so far as average sales are concerned, and what to do to show that same soaring net income.

In a survey of this field recently made by us, we found that four out of five managers were emphasizing lower prices and increased sales effort. Executives and buyers had also recognized the trend downward and planned their buying policies accordingly.

This does not mean that retail sales volumes are declining, but rather that increases will come from a greater number of sales at lower prices.

Customers who had grown careless in their spending, ashamed to save pennies, are getting tougher. Many who had bought a high-priced hand cream in a specialty shop are now re-discovering that the 5 and 10 has

a very fine product. Others who had been buying a fancy jar find that a lower priced one is just as good.

A rayon slip manufacturer, who has been riding the gravy train for the past few years, reports signs of consumer resistance. He says: "We're a long way from filling all our orders and it looks as though we can go on at this rate for at least a year, but I'm of the opinion that we can't go on selling slips for \$1.69 and panties for 79c much longer. These same items used to sell for 69c to 89c for the slips, and 29c to 49c for the panties. We know that within the last six months the consumers have been treating their clothes a lot more carefully. They're washing them at home to save the wear and tear of laundering, and, what's worse, they're mending them instead of buying new ones. The day is coming soon when we will be reducing our prices to keep up our sales figures."

The candy manufacturers took a terrific jolting right after the first of the year. After December of 1941, sugar was so scarce that anyone with a quota could be sure of selling his output—almost at his own price, despite OPA restrictions.

Since price limitations ended, the

Sales Volume

Store	No. of Stores	Sales for 1947	Average Sales Per Store
S. H. Kress Co.	235	\$155,359,000	\$661,105
H. L. Green Co.	142	88,447,799	622,871
G. C. Murphy Co.	209	119,358,580	571,094
W. T. Grant Co.	488	227,577,270	466,347
McCrory Stores Corp.	201	91,225,679	453,859
Neisner Bros., Inc.	115	50,987,977	443,373
S. S. Kresge Co.	698	270,028,600	386,860
F. W. Woolworth Co.	1,945	593,353,423	305,066
J. J. Newberry Co.	487	117,861,566	242,015
McLellan Stores Co.	222	47,748,186	215,081
Scott-Burr Corp.	148	24,035,691	162,403
Rose's 5-10-25c Stores	124	16,129,037	130,072

BELL WETHERS: Fixed price variety stores, selling entirely on the basis of open display are quick to feel the buyers' acceptance or rejection of price levels. What's the trend for 1948?

5 and 10's have done their best to get low prices. However, through the last Christmas season, prices continued to go up for all kinds of candy: 60c was a general price for hard candies which used to sell before the war for 20c a pound, and 80c for chocolates usually found in the 40c bracket in 1941. There was a corresponding reduction in sizes of 5c bars to as little as $\frac{3}{4}$ of an ounce as compared with the old $2\frac{1}{2}$ to 3 ounce pre-war weights.

Consumer Buying

Immediately after January first the consumer stopped buying. One of the largest candy manufacturers found his warehouse so full that he was forced to let a third of his factory help go. Another closed down for two weeks. Inasmuch as nearly one-fourth of the retail candy business of this country is done through the 5 and 10's, it is interesting to note that price slashes were immediately put into effect by them. Hard candies are now down to 40c and even 30c a pound. Bulk chocolate manufacturers, eyeing next fall's business, are trying to figure out how they can make an item to sell the chains for 24c a pound so that 5 and 10's can offer it at 10c a quarter pound.

A St. Louis store manager says: "In the toilet goods department we have been carrying a higher priced assortment for the past five years. When a customer asked for a 39c size jar of cold cream, our girls were instructed to suggest that the 69c size was more than twice as large. Our unit sale was definitely up as a result. But no more—nowadays the customer comes in and picks up a 25c size. When the girl suggests a

30 or 49c size, she gets a snappy retort to the effect that the 25c size is what is wanted and never mind the sales talk.

"We haven't completely dropped the higher priced sizes, but we will certainly follow the trend and give the most popular size the largest counter space. We know that we've got to make more sales at the lower prices and we're adjusting our displays and stocks to do just that."

The manager of one of the big stores in the Chicago area says: "Although we did the biggest Christmas business in our history, we definitely noticed an increasing interest in lower prices. Our toy sales are always big, of course, but we found that some of our high priced mechanical sets, fine dolls and educational play sets had tough going. The kids wanted them all right, but the mothers and fathers tried to shift their interest to less expensive items. We're keeping this in mind, and already the manufacturers are getting their lines into lower brackets. You might say, that we think we can still beat last year's record even with lower prices."

Hats and Trimmings

Another Chicago manager called attention to the business he was doing in women's hats and trimmings. "I don't know where it's coming from," he said, "but the girls are swamping us. They steer clear of the fancy stuff, but our sales are more than made up for by the volume in little things—a tiny piece of lace, one flower, a pin and so on. Last year, we made up some complete models and got a good price, this year they're doing the job themselves."

In Los Angeles, we found that one

store manager had put on a "Two Bit Sale." He emphasized the 25c sizes in all departments. "I want to remind our customers that there are things for sale at a quarter. Of course everyone knows that we're a 5 and 10c store, but for the past few years our specials and displays have been on items selling at 69c, 89c and, in some places, \$1.19. We would have a 25c size showing, but our salespeople were taught to push the 39 or 49c package. This 25c sale is really doing a job. It would seem that we've been over-looking something, or maybe there's been a sudden change in the customer."

Farther up the West Coast in San Francisco, an executive of one of the 5 and 10 chains reported this: "Here in the Bay Area we have had to adapt ourselves to a shift in local activity. War plants and consequent neighborhood business had made little stores into big ones over night. Factory closings or lower wage scales cut them back to their pre-war size. We still look for an increasing and healthy business, but it must be on a lower price level and as a result of an increased number of sales. We are setting our sights for this. Our checking list is emphasizing 10 and 25c numbers. The 43 to 59c sizes are being questioned."

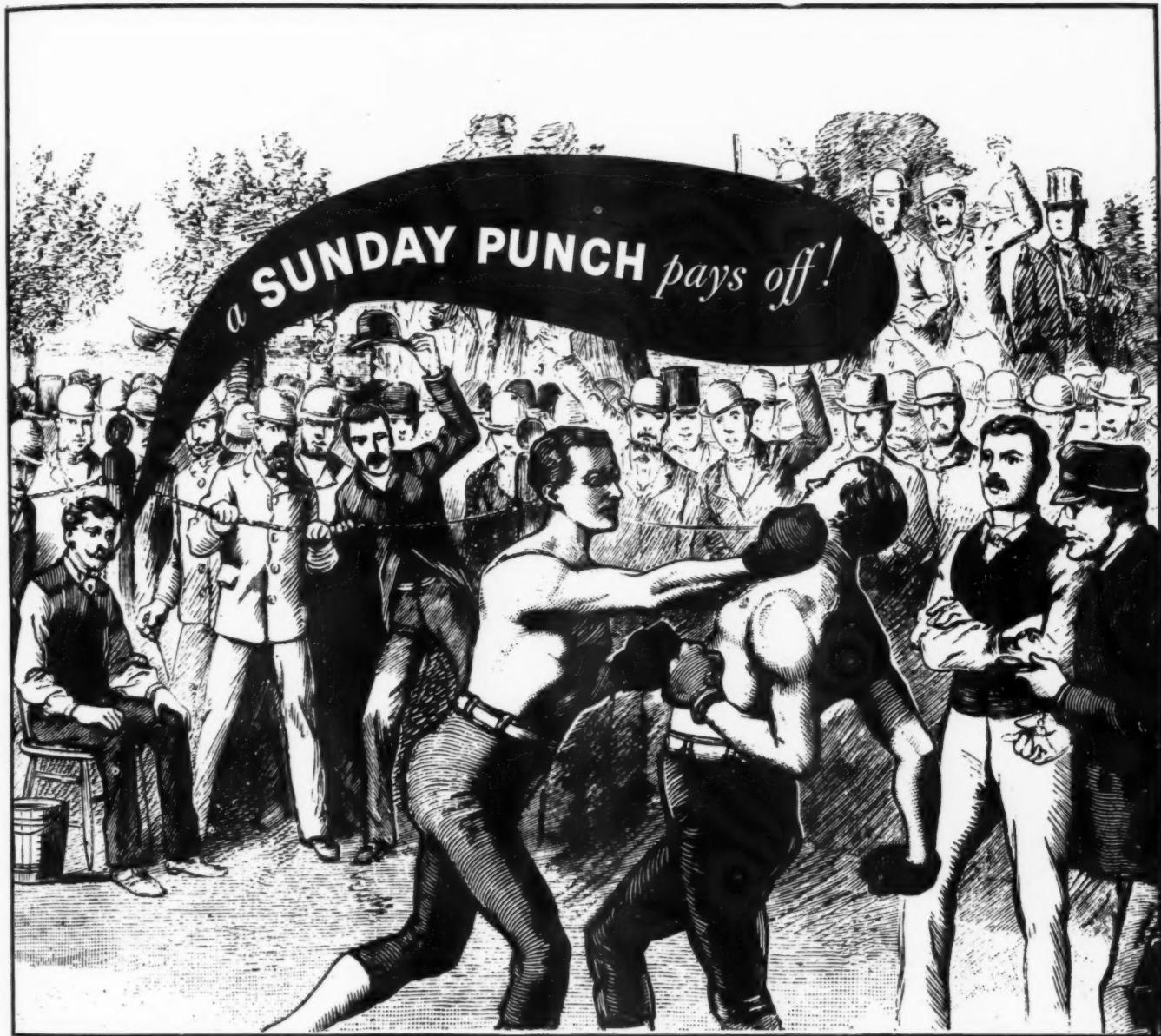
Future Planning

In New York City the executive of a 5 and 10 chain in charge of new store construction tells us: "Every new store must be planned to handle a full load. Load means all of the customers necessary to show a profit for that store. The average sale per customer is one factor in the amount of aisle space required. Today we are figuring on a lot more customers than we have had in the past. We believe we have a broader consumer market than ever before. Our stores cost more to build. We have to play safe and allow for a lower average sale on one hand; on the other, our promotion department must see to it that the average customer buys more items to balance the lower value of each one. However, there is no question but that it can be done. We've been solving similar problems ever since we started. We're expecting 'down-pricing' but we're not worried."

In Philadelphia and Washington a round dozen of 5 and 10 managers agreed that this year would see a lower unit sale figure, but they just as unanimously assured us that total sales volume would be up.

Said one of the Market Street managers in Philadelphia:

"They're certainly getting fussier. I've seen several customers pick up



"Boxing for honors. The Glove Fight between Mitchell and Sheriff at Flushing, Long Island, on October 2, 1883."

COURTESY OF BETTMANN ARCHIVE

Over 7,400,000 sales messages every Sunday. This is the Sunday Punch offered by **FIRST 3 MARKETS GROUP**.

These sales messages are concentrated in the three richest marketing areas in the country—New York, Chicago and Philadelphia. In the metropolitan areas of these three cities, FIRST 3 offers a 78% average family coverage, and in 1653 cities and towns of the Industrial North and East, a 50% average coverage.

THE GROUP
WITH THE
SUNDAY PUNCH



NEW YORK SUNDAY NEWS
CHICAGO SUNDAY TRIBUNE
PHILADELPHIA SUNDAY INQUIRER
Rotogravure • Colorgravure
Picture Sections • Magazine Sections

News Building, 220 East 42nd Street, New York 17, VAnderbilt 6-4894 • Tribune Tower, Chicago 11, SUPerior 0044 • 155 Montgomery Street, San Francisco 4, GArfield 1-7946

*See for yourself
now!*

PAVELLE COLOR PRINTS

will improve your

SALES PRESENTATIONS

COMPREHENSIVE LAYOUTS

SHORT-RUN MAILINGS

**WINDOW AND COUNTER
DISPLAYS**

TRAINING PROGRAMS

**VISUAL MATERIAL
OF EVERY KIND**

WRITE US TODAY FOR A FREE
SAMPLE PRINT FROM YOUR
OWN TRANSPARENCY. Simply
mail us your transparency—
Ansco Color, Kodachrome or
Ektachrome—in any size from
35mm to 8"x10". We'll return
it with a beautiful Pavelle
Color Print, at no charge or
obligation. What's more, we'll
send you full information about
Pavelle's special industrial ser-
vice and about our low quan-
tity prices. See for yourself how
Pavelle's life-like, sparkling
color prints will keep your
costs down . . . and build your
results up! Write—but write
now—to:

INDUSTRIAL SERVICE DIVISION
PAVELLE COLOR INCORPORATED
533-B West 57th Street
New York 19, N.Y.

two tubes of tooth paste and look for the net weight before buying. They don't hesitate to bring back an item if they think something's wrong with it. Of course, we're always glad to straighten out a complaint, but I'll bet they threw things away rather than make a kick during the past few years. It's OK with me though. Our increased sales at 10c and 25c are more than making up for the loss in 75c sales."

In Boston and other New England stores, there seemed to be a general and happy acceptance of the shift to lower prices. A division office executive says: "It's right down our alley. Some of the managers are going to have to spend more nights at the store, but it won't do them any harm. In the past they've been worrying about getting shipments into the stockrooms. Now they can worry about getting stuff out, spend more time thinking up sales angles, do a better display job. It's healthier to make a hundred 25c sales than it is to make twenty-five \$1 sales—means more customers."

Needs Careful Screening

Another office man reports: "We're spending a lot more time searching the market these days. We have to have stuff that really moves. The fact that sales volume means more transactions is going to call for careful screening of suppliers' offerings.

A third branch office executive says that one of his headaches is over-pricing by store managers: "We know we've got to keep merchandise in line and even ahead of competition. It's surprising how often we catch a store manager selling something for 49c when our suggested retail figure, showing a fair markup, is 39c. We're cracking down on those lads now."

In Detroit, we found that the latest order called for more "End Counter Specials." Every possible section in the store was re-arranged to show specials at the ends of the counter islands. At the same time, overhead signs were shown, and if available, a special girl was put on. One manager explained this move as "just a little extra pressure to make up for the lower average sale we've been registering for the past two months." This plan proved out better than expected and has since been recommended to all stores in the chain.

The only area in which the 5 and 10 managers were generally continuing an up-pricing policy was around Houston, Dallas, Tulsa, and Oklahoma City. Evidently the average shopper in these cities still carries excess change in his or her pocket.

But even among the store managers in this rich section, we found forward-looking executives making plans for a shift to a lower average sale. One manager said: "We have just taken our inventory and have made a special list of those items which are in the luxury class or could be considered over-average in sales price. They are on the 'push list' in each department. New orders on all lines are being especially checked to see to it that we keep future stocks of high-priced goods down even though we may lose a few sales. We can make that up by better promotion on our low and medium priced merchandise."

Emphasis on Lower Prices

The change in customer attitude and consequent increased selectivity on the part of 5 and 10 buyers is reflected in the plans of suppliers. The Spring Toy Show, recently held in New York City, emphasized lower prices. Toilet goods manufacturers are packing the popular sizes in smaller shipping units. This enables each store to order for direct delivery. Combination packings include a larger proportion of small sizes.

Sales managers are battling production executives to get down the costs, and begging advertising departments for more push on the popular sizes. Market research is shifting its attention to 5 and 10 turn-over and conducting surveys among their customers.

An executive of one of the larger chains makes this statement regarding a lower average sales figure:

"We believe we have contributed to a better standard of living in this country by providing mass distribution for mass production of fast turn-over items. We'd like to think that we can keep prices down in spite of trends because of the efficiency of our operation. However, let's not deceive ourselves about costs. We're not going to be able to match pre-war prices no matter how closely manufacturers work with us or what corners we cut. Costs are higher and I hope they will stay higher. The people who buy in the 5 and 10c stores are the people to whom our suppliers pay better wages. When they drop, our business drops."

"We do feel, however, that there are good signs in the more intelligent shopping we are seeing today, and we think we can serve this general attitude with profit to ourselves."

"I'll agree with the chap up in Boston who said we'd all have to work a little harder on the sales end of the business. And I'd suggest that the manufacturers better put in a few extra licks too."

One Call for All

A new and different service by River Raisin

... as convenient as your telephone ...

a complete organization skilled in the creation and production of promotional and merchandising point of sale counter and window displays ... from the basic idea to the finished display ... *One Call for All.*

RIVER RAISIN PAPER COMPANY, DISPLAY DIVISION Monroe, Michigan

RIVER RAISIN PAPER COMPANY • CORRUGATED
AND SOLID FIBRE SHIPPING CONTAINERS
PACKING MATERIALS • FIBRE BOARDS
CORRUGATED STRAW • SILICATE OF SODA

River Raisin
DIMENSIONAL DISPLAYS



IN
Dallas
IT'S THE
**TIMES
HERALD**
ASK THE
BRANHAM MAN
Why



1933 — MAY — 1948

STARTING ITS SIXTEENTH YEAR

... as industry's original and most complete product news and information service.

Only \$95 to \$102 a month to place an advertisement for an industrial product in *Industrial Equipment News* . . . the spot where more than 52,000 specifiers and buyers for the larger plants in all industries regularly look for their current operating requirements.

Details? Ask for "The IEN Plan"

INDUSTRIAL EQUIPMENT NEWS

Thomas Publishing Company
461 Eighth Avenue, New York 1, N.Y.



Tips



How to Do Business in England: If you are one of the American business executives who is considering investing funds in Great Britain, or organizing a British subsidiary, how would you go about it? What would you be up against? Because British economy, to a very great extent, is now a controlled economy, it means obtaining permission or approval of several government departments before you can invest, acquire title to real estate, erect a plant, employ and train labor, purchase raw materials, install and operate machinery, organize and train a sales force, and sell the finished products. The "how" is clearly explained in a booklet by Roy A. Foulke, vice-president, Dun & Bradstreet, Inc., titled "Organization of British Subsidiaries by American Business Corporations." The publication also lists 78 lines of British business activity (including manufacturers, wholesalers and retailers), with comparative ratios for the years 1942-1946. Fourteen facts are presented in these tables—current assets to current debt, net profits on net sales, average collection period, etc. There's a special section which lists terms of sale of each of the 78 types of businesses, which range from airplanes, automobiles and bedspreads to underwear, wines and woolens. Write to Dun & Bradstreet, Inc., for a copy.

A \$1,200,000,000 Market . . . is Chicago's Food Market. How to reach this market? How to achieve adequate distribution there?—For grocery manufacturers on the alert for the principal sales channels and media, the Bob White Organization has published a useful ready-reference book. It contains detailed information on the wholesale distributors, chain and cooperative organizations, specialized distributors, national organizations, media, and grocery associations operating in the Chicago trading area. Names, addresses, type of operation, promotional facilities of each company, numbers of stores in each chain—these, plus other facts, are listed for each outfit. The material should be helpful in planning merchandising and sales promotional

campaigns. Send requests for "Chicago's \$1,200,000,000 Food Market" to the Bob White Organization at 56 East Walton Pl., Chicago 11, Ill.

About Movie Advertising —

If you're looking for facts on how movie advertising in theaters operates, and what information is available on theaters that run such advertising, you might be interested in the 16-page pamphlet published by Movie Advertising Bureau. The publication is a brief explanation of the organization's recent Continuing Study of Theaters for Movie Advertising. For example, if you should want to advertise in movie houses in a particular territory, Movie Advertising Bureau, as a result of its survey, could tell you the buying power of each of the theaters' audiences in that area, as well as the price policy of each theater, and potential audience for your movie ads. Send inquiries to the Bureau at 70 E. 45th St., New York 17, N.Y.

More Market Information.

Here are reports of several new surveys which may answer some of your own market questions:

"Philadelphia Automotive Facts." This is the first of a series of research projects being issued by *The Philadelphia Inquirer*. It's a study of new car sales, passenger and commercial, in the Philadelphia trading area during 1947.

"The Residential Building Activity of America's Universities and Colleges,"—a report revealing that more than 55% of American colleges and universities plan to build. It names the college, the official in charge of the building program, and offers an estimate of size and current status of the program. Published by *The Architectural Forum*, 350 Fifth Ave., New York 1, N.Y.

"Current Status of Veterans Administration Hospital Construction Programs."—A report on the when, where, and how much of the huge V.A. hospital building program. Also published by *The Architectural Forum*.

"Retail Drug Stores in Connecticut."—Highlights from a recent survey of all drug stores in the state whose total annual drug store sales are over \$49 million. Issued by the Marketing and Research Division of Dun & Bradstreet, Inc., 290 Broadway, New York City.



We give this seal to no one—
the product that has it earns it.



“Put me down!”

“Put me down as a regular reader of GOOD HOUSEKEEPING,” say newlyweds and young-marrieds. More read it regularly than any other woman’s service magazine! (For evidence see below*)

“Put me down!”

“Put me down as finding GOOD HOUSEKEEPING the most useful of *any* magazine!” That’s what most newlyweds and young-marrieds said. (The evidence is below*)

“Put me down!”

“Put me down as spending more time with each issue of GOOD HOUSEKEEPING than with any other magazine that carries national advertising!” (See below*)

“Put them down!”

Put newlyweds and young-marrieds down as having more confidence in the editorial and advertising pages of GOOD HOUSEKEEPING than in those of any other magazine. Like the homemakers of other generations, they turn to GOOD HOUSEKEEPING for advice. They put their trust and reliance in GOOD HOUSEKEEPING’S painstaking pre-indorsement investigations!

“Put it down!”

Put GOOD HOUSEKEEPING down as a magazine that sells goods! It sells to a market that buys more home goods and packaged goods than any other—newlyweds and young-marrieds!



Evidence from new Elmo Roper Study

Of 10,274 young women interviewed, more newlyweds and young-marrieds named GOOD HOUSEKEEPING as the service magazine (1) they read most regularly, (2) they find most useful. (3) of *all* magazines, they spend more time with only one other—and that is Reader’s Digest.

P.S. To Advertisers and Agencies. A copy of Elmo Roper’s new study, *Young Women and Magazines*, is available for your inspection. See your GOOD HOUSEKEEPING representative.

GOOD HOUSEKEEPING *sells goods*

CAMPAIGNS AND MARKETING

New Brew for New England

Haffenreffer & Co., Inc., brewers of Pickwick Ale, are presently introducing their new product, Pickwick Lager Beer, to the New England market. Newspapers, radio, outdoor boards and point-of-sale material are all being used in an integrated sales and promotion program by the makers of the New England brewed ale to launch the new lager beer. A test program using these media has been successfully conducted in western Massachusetts by the company and has proved the existence of a market for such a brew.

Full-column teaser advertisements are building up to full-page newspaper advertisements in 49 New England newspapers. A schedule of follow-up advertisements featuring the new Pickwick Beer gives still more impetus to the program. At key locations 150 outdoor plants will tie in with the newspaper schedule.

In Connecticut, Massachusetts, New Hampshire, Vermont, and Maine 18 radio stations will broadcast the voices of Jimmy Wallington, Don Wilson, Ken Carpenter, Ben Grauer, and Andre Baruch in a schedule of transcribed messages.

Floor and window displays and point-of-sale material prepared for this program also tie in newspaper, radio, and outdoor advertising.

More than 300 distributors, dealers, and salesmen have been briefed on the Pickwick Beer program at sales and advertising conferences in key cities throughout New England. Field men have been presented with sales and advertising program brochures, now being successfully used throughout the area in making new friends for the company and for its Pickwick Beer and Pickwick Ale.

Harold Cabot & Co., Inc., Boston, is the agency.

Water Cooler Campaign

A jumbo-size advertising drive for the sale of water coolers has just broken in national magazines and in newspaper insertions in 14 major cities.

The Sunroc Refrigeration Co., Glen Riddle, Pa., is launching the campaign (via Gray & Rogers, Philadelphia) with a budget that may top \$200,000 by the end of the 12-month schedule.

Goal of the cooler promotion is sale of more than 20,000 units. The entire Sunroc line, which starts at \$199.95 (f. o. b., Glen Riddle) and features the Super Cooler, the Sunroc Junior and the Sunroc standard model, will be pushed.

Nationally, the Sunroc story will reach the public through consistent schedules in *Newsweek*, *Fortune*,



THE IDEA that Mid-Westerners will go for foreign vacations (fast, low-cost trips) is basis of all-expense air cruises to Cuba by Chicago and Southern Air Lines.

① Hold your match till it's cold.

② Crush out your smokes—use car ash tray.

③ Drown your campfire—kill every spark.

④ Ask about the law before burning grass, brush, fence rows, or trash.

THE 1948 Cooperative Forest Fire Prevention Campaign prepared for The Advertising Council, by Foote, Cone & Belding, features 'Smoky,' the bear.

Business Week, *Time*, *The Saturday Evening Post*, and *U. S. News-World Report*. Similar schedules will run in industrial and business magazines.

An additional test schedule calls for insertions in publications aimed at specific executive and professional groups, including *National Safety News*, *Journal A. M. A.*, and *Architectural Forum*.

Newspaper lineage will take roughly one-third of the budget. Newspaper advertisements will be run steadily throughout the year by Sunroc over the names and addresses of distributors who are under the control of branch offices in 14 cities.

An additional phase of the promotion is a second newspaper campaign for the local dealer. Cost will be shared on a cooperative basis.

Hoisting New 'Black Flag'

Boyle-Midway, Inc., New York City, manufacturers of the Black Flag line of insecticides, will soon lead off with a magazine campaign to introduce their revolutionary Black Flag Super Insect Spray, their newest and most effective insecticide developed for home use.

Full-page, four-color advertisements will carry the Black Flag Super Spray message to more than 15,000,000 reader families in *Life*, *Collier's*, *The Saturday Evening Post*, and *Look* magazines. The ad-

(Continued on page 65)

BLUE...

stops the eye... starts the sale

PACK TO ATTRACT IN

Maryland Blue

"That's it" . . . see other side



NATURALLY your product will stop
more shoppers . . . and build more business . . .
when it's packaged in rich, royal, "eye-stopping"

That's it

IN THE BLUE BOTTLE



pack to attract in

Maryland Blue

BLUE makes your product easier to see

BLUE makes your product easier to remember

BLUE makes your product smartly modern

BLUE insures rich, distinctive appearance

BLUE stands out, assures better display

BLUE advertises your product in the home

BLUE builds profits, steps up repeat sales

Write today . . . tell us the nature of your product and the sizes in which it is packed . . . and let us send you samples of appropriate stock designs. Or if you use bottles or jars in large quantities, we'll be glad to create a special design for your exclusive use.

MARYLAND GLASS COMPANY

BALTIMORE 30, MD.



PICTURED ON THE PRECEDING PAGE

are just a few of the handsome stock designs. This diagram makes them easy to identify.

1. French Square - - - in $\frac{1}{8}$ oz. to 16 oz.
2. Maryland Oval - - - in $1\frac{1}{8}$ dram to 32 oz.
3. Cabinet Square - - - in $\frac{1}{2}$ oz. to 32 oz.
4. Chesapeake Oval - - - in 4 oz. to 32 oz.
5. Squat Jar - - - in $2\frac{5}{16}$ dram to 18 oz.

ALSO AVAILABLE IN CLEAR GLASS

(Continued from page 64)

vertisements will appear on a weekly schedule starting the last week in May and continuing through July.

In developing the new Black Flag Super Insect Spray—actually five insecticides in one—two modern scientific discoveries have been employed: DDT and the new agent, Chlordane. DDT takes care of the winged insects, while Chlordane is said to be sure death to crawlers like ants, roaches, spiders, etc. For all its stepped-up power, the new spray is declared to be safe when used with the same precautions usually taken any household insecticide.

The product is packaged in convenient cans, attractively lithographed in four colors. A screw cap mounted near the edge assures quick pouring without spilling or mess.

Boyle-Midway's advertising agency is W. Earl Bothwell, Inc.

Wider Swanson Program

C. A. Swanson & Sons, Omaha, Neb., poultry processing firm, is building its advertising and merchandising efforts this year—considerably widened—on the foundation of its merchandising success during 1947. An expanded schedule in national



WISE "PENNY'S" pounds, pence and values advice to shoppers is earning kudos for C. A. Swanson & Sons in its 1948 campaign.

magazines, including quarter pages in *Life* and four-color half pages in *The Saturday Evening Post*, *Ladies' Home Journal*, and *Good Housekeeping*, is just the beginning of the story, according to Crawford Pollock, sales promotion manager of the company. Advertisements during 1947, promoted both canned and quick-frozen eviscerated poultry.

"Building on really spectacular success in four markets during 1947," Mr. Pollock states, "we are expanding our local advertising to additional markets where distribution is best." Newspapers and outdoor are carry-

ing the Swanson story in local markets. Business papers on the Swanson schedule are *Bakers Weekly*, *Chain Store Age*, *Food Field Reporter*, *Progressive Grocer*, *Quick Frozen Foods*, and *Super Market Merchandising* where pages in black and white are running. Swanson advertising is placed by The Caples Co., Omaha.

Test markets in 1947 were Grand Rapids, Mich., Houston, Tex., San Francisco, and Los Angeles. These four markets, which at the beginning of the year represented approximately 10% of Swanson domestic canned poultry volume, were producing nearly half of the volume at year's end despite the fact that total domestic volume had increased more than nine times during the year.

With over a dozen markets added to the 1948 schedule, Swanson canned goods are being sold through a national organization of 60 brokers; frozen eviscerated poultry and other products through nine Swanson branch sales offices.

Bright new labels laminated with Du Pont Cellophane cellulose acetate appeared early in the year on Swanson canned products, which include chicken fricassee, boned turkey, boned chicken and chicken creole.

Strike a happy medium!



PROBLEM:

How to advertise an American product in the Philippines.

Can U. S. advertisements be used? How about native dialects? If so, how many? Who'll handle translations? Is circulation guaranteed? Can the provincial, rural areas be covered? How can this rich market with unrestricted trade be blanketed?

SOLUTION:

Don't ask a crystal gazer, soothsayer or prognosticator.

STRIKE A HAPPY MEDIUM! The Ramon Roces Group of Publica-

tions. Each one covers particular dialect sectors, particular trading areas—does a specific job. Together they provide islandwide coverage with a guaranteed readership of over 2,000,000. Issue one space contract, supply U. S. English language mats or cuts. Your advertising will appear in all leading dialects. Write for further information.

**The leading PM Daily Newspaper
Eight Dialect Weekly Magazines
The Outstanding English Language Magazine**

**One schedule, complete coverage
Communicate with:**

RAMON ROCES PUBLICATIONS

MANILA • PHILIPPINES

**Publishers of THE EVENING NEWS • LIWAYWAY • ILANG-ILANG • ALIWAN-DAIGDIG
PILIPINO KOMIKS • BANNAWAG • BISAYA-HILIGAYNON • THE WOMAN'S HOME JOURNAL**

New York Office:
Albert Capotosto
270 Park Ave., New York 17, N. Y.
Tel: Murray Hill 8-4777

The 5th cover sells frankfurters



* "It's the merchandising answer to an advertising man's prayer ... That's why THIS WEEK Magazine holds such an important spot in our 1948 Skinless frankfurter campaign."

W. R. Hemrich
Sales Promotion Manager
Visking Corporation

The 5th cover sells chewing gum



* "Our advertising must be built around a mass medium that reaches all kinds of people -- and millions of 'em. That's why THIS WEEK Magazine is on our list ... (It) cuts deeper than the usual magazine audience -- for THIS WEEK is part of America's leading Sunday newspapers."

R. L. Harris
Advertising Manager
American Chicle Co.

*From trade paper announcements
to their dealers.

Here's a sporting proposition to prove that it sells

THE half-year mark is coming up. That's a good time to take a look at how your 1948 campaign is going—and how it might be going.

Why not try THIS WEEK Magazine on your list for the second half—and measure the difference its "5th Cover" makes?

Measure it in the stores. Watch what happens to dealer-orders, and dealer-cooperation, when your magazine advertising works as part and parcel of the dealer's own local newspaper.

Measure it in the home. Watch how

much difference it makes when you catch the whole family at the moment when they're all shopping through the Sunday newspaper.

And measure it in your key markets—in and around the big-volume, big-city markets that mean so much to you from a sales standpoint.

You'll probably find a difference worth noting. And there's good reason why. For inside that "5th Cover" is a magazine reaching 19 million readers, in over 8½ million homes—every 4th home in America. A magazine that has proven itself in sales.

THIS WEEK

OVER 8½ MILLION CIRCULATION

Magazine

OVER 19 MILLION READERS

AND 24 OF AMERICA'S MOST INFLUENTIAL NEWSPAPERS

The Atlanta Journal

The Baltimore Sunday Sun

The Birmingham News

The Boston Herald

The Chicago Daily News*

The Cincinnati Enquirer

Cleveland Plain Dealer

The Dallas Morning News

Des Moines Sunday Register

The Detroit News

The Indianapolis Star

Los Angeles Times

The Memphis Commercial Appeal

The Milwaukee Journal

Minneapolis Sunday Tribune

New York Herald Tribune

The Philadelphia Sunday Bulletin

The Pittsburgh Press

Portland Oregon Journal

Rochester Democrat & Chronicle

St. Louis Globe-Democrat

San Francisco Chronicle

The Spokane Spokesman-Review

The Washington Sunday Star

*Saturday Edition

Wordy, Woozy, Wasteful: Are Your Business Letters Like That?

BY ROBERT M. GAMBLE • President, National Products Corp.

There's a stilted, Mauve Decade air about the majority of letters that pass between us and our customers. They lack brevity, friendliness, clarity. A skilled letter writer explains several simple, everyday ways to improve them.

Too many people believe that only the sales department writes sales letters.

Every letter from a manufacturer, a distributor, or a service agency is a "sales" letter. If the letter does not directly sell a product or a service, it should build good-will which ultimately will affect sales. *How* a letter is written is important. Regardless of which department writes a letter, that letter directly concerns the sales department.

2 Rules for Better Letters

Out of nearly 20 years' experience directing sales of men's wear to retailers and checking correspondence of other departments, we have evolved two broad rules for writing better letters—better *sales* letters:

1. Cut out waste—the needless words and phrases, hackneyed expressions, and old chestnuts. Make every word earn its way. Victorian flourishes have no place in today's market.

2. Make your letters simple, direct, conversational—brief but complete. Be frank. Write as naturally as you speak and try to put the warmth of the spoken word into everything you write.

Those rules are obvious, but they are widely violated.

Waste in letters is a common fault and contrasts strangely with modern factory efficiency. You will not tolerate waste of fabric or metal in your factory—why permit waste in your letters? You will not put up with deadwood on your sales force—why give it a free ride in your correspondence? Wasted words are wasted opportunities.

Laziness is the chief cause of waste. It's easier for a man to dictate a loose, rambling letter that ultimately gets around the whole subject than to think out a direct, simple note—the type that saves stenographic time

and, more important, creates a highly favorable impression on the reader. If men who dictate wrote everything out in longhand for one week, there would be a whale of an improvement in letter writing.

I recently obtained from a number of companies doing business on a regional or national scale, copies of typical letters written to customers and prospective customers. These companies took pride in the engineering and efficiency of their production. But their letters were 30 years behind their factories. Few answered an inquiry directly or from the viewpoint of the inquirer. Most of the letters lumbered along with stilted phrases such as "Under date of . . .", "We have your esteemed favor . . .", "We have before us your letter . . .", "We are enclosing herewith . . ." or "Enclosed you will find . . ." (If it's there, he'll find it.) Some even failed to supply information requested.

Ten of these letters I rewrote for simplicity and directness. The origi-

nals totaled 1,270 words; the re-writes, 464. Here's an example, with names changed:

Midwest Electrical Products, Inc.
Chicago, Illinois

Attention: Mr. M. E. Smith

Gentlemen:

During June 1946, we placed an order with Central Machine Co. for one electrically operated Ozark Gate Hoist for use at our Missouri River Plant for delivery to our Missouri River Plant during March 1947. However, Central Machine advised us on September 9 that due to their inability to secure electrical equipment which they ordered from you on their Purchase Order No. 32641, they will not be able to deliver this equipment until sometime during the latter part of 1947.

Herewith is attached list of the electrical equipment under discussion and we would appreciate your looking into the matter to determine if your present shipping promise may be improved.

The above items are actually holding up the manufacture of the equipment and it is too late to expect anything to be done about it this year. This equipment is used during the period of November to May, and it would be a great help to us if you could work out a program with your company to deliver the equipment to Central Machine during the early part of

About the Author

For the greater part of 20 years, Robert M. Gamble has been hewing to instructions he received on his first sales promotion job: "Eat pants, sleep pants, and dream pants."

Now, as president of National Products Corp., Seattle, which he founded in 1946 after a 51-month hitch in the Navy, he's distributing men's and boys' trousers throughout the Pacific Northwest. Before the war he was general sales manager, Oberman & Co., Jefferson City, Mo., manufacturer of men's trousers and shirts.

In all his sales work, Mr. Gamble's letters have been a key factor. He calls his direct mail by a more specific name—directed mail.



This is Free Speech Mike — symbol of America's most vital freedom. He was conceived with the Declaration of Independence and is a unique figure in a world in which dictatorships have thrived only through the absence of free speech. Even in America, Free Speech Mike is unpopular with certain groups—folks who have a distorted idea of their own greatness or who have been swayed by strange philosophies born overseas —men and women who would destroy American liberty to further their own selfish ends. True Americans see in the freedom of radio and the press an assurance of the privileges and opportunities found only in the American Way of Life. WJR and its affiliated stations, WGAR, Cleveland, and KMPC, Los Angeles, hope, through Free Speech Mike, to keep Americans ever conscious of the true principles of Americanism.

50,000
WATTS

WJR

THE GOODWILL STATION Detroit

MICHIGAN'S

GREATEST

ADVERTISING MEDIUM

G. A. RICHARDS
Pres.



HARRY WISMER
Asst. to the Pres.

1947 so that the Ozark Gate could be put into production and delivered to us in time for use during the high water period.

Your prompt advice with respect to this matter will be appreciated as Central Machine Co. are actually holding up their production schedule pending a decision in this matter.

Yours very truly,
J. C. JONES
Purchasing Agent

CC: Central Machine Co.

That took 250 words. It covers the subject. But doesn't this 82-word rewrite sharpen the urgency?

Can you possibly hurry shipment of the electrical equipment on the enclosed list, which Central Machine ordered June 6, 1946, their purchase No. 32641, for delivery in March 1947?

Central Machine must have the equipment to complete the electrically operated Ozark Gate Hoist for our Missouri River Plant. We need the hoist desperately before the high water period.

This is urgent, so please do everything you can to help, and write us what to expect, sending a copy to Central Machine.

Your cooperation and prompt reply will be deeply appreciated.

Brevity is by no means the sole reason for rewriting. Here's a letter of 99 words cut to eliminate the obvious, and then expanded a bit to help maintain confidence in the manufacturer's own business methods:

John Doe Co.
Seattle, Wash.

Attention: Mr. J. A. Larkin
Gentlemen:

With reference to your HW 9139 of April 10, 1947, we regret to learn these tags have never been received.

A check of this matter has shown that the tags went forward from Fitchburg, Massachusetts, via insured mail marked for John Doe Co., Seattle, Washington.

This is now in the process of being checked from the mill's end to see if the stock actually went forward, and we would be pleased to have you inform us if a recheck fails to uncover the tags, for if such be the case, they must be lost in transit, and a duplicate shipment will have to be made.

Very truly yours,
Purchasing Department

No Stilted Phrases

Here's the rewrite:

Shipment of your HW 9139 of April 10, 1947, was made directly to you by insured parcel post from our mill at Fitchburg, Mass., on

We are checking this again today and will write you what we find out. We appreciate your inquiry and are sorry this shipment has been delayed. If we cannot locate it by _____, we will make a duplicate shipment.

Meanwhile, if the tags should come in, please let us know.

Lazy thinking perpetuates stilted phrases that repulse the reader. Why write, as one business house did: "Pursuant to telephone conversation of even date, we are confirming prices on the ——boats as follows:"? Isn't it more direct and effective to open up: "Prices and descriptions of the outstanding boats quoted today on the telephone are:"? Then indent the prices for neatness and ask for an order *now*.

Let's not waste time to "acknowledge receipt of," "to note" what a customer writes, to "assure you we will," or to conclude with the dangling, "Thanking you in advance and hoping to . . ." Why write, as one company did, "Our production department has reviewed your letter?" Isn't the production department a part of your company? Isn't the company pulling as a team?

Write as you speak. In conversation, do you say: "I beg to hand you

Brighten your sales picture with Telechron clocks



GENERAL ELECTRIC builds preference for its electric lamps right at the point of sale. Customers can't miss the strong sales message on the large, illuminated dial of the Telechron Advertising Clock.

These handsome, accurate *electric* clocks keep selling day after day, year after year. They're never discarded like other point-of-sale material, because customers get the habit of looking for them.

They cost you a mere trifle — *less than a dime a month*. You can recapture even this small sum with a self-liquidating promotion.

Dials can be designed in any desired colors to suit your needs. Clocks are available in all standard voltages and frequencies. Precision building and Telechron's exclusive oiling system assure long, low-cost service. Write for free descriptive folder. Special Clock Division, Dept. N, Telechron Inc., Ashland, Massachusetts.





SEND \$1 TODAY

for a complete set of

"TWELVE GUIDES TO MODERN SALESMANSHIP"

Packed with tested sales methods, examples of top-notch selling technique, true stories that **SHOW YOUR SALESMEN EXACTLY HOW TO SELL MORE!** Put these powerful sales tools in the hands of each of your salesmen every two weeks for the next six months—then watch your sales go up! Quantity prices on request, but first send for one complete set and see for yourself how you can put these sales-boosting booklets to work for you. Send coupon below with \$1 today.

1. "You Can't Sell If You Can't Close"

Read about the salesman who successfully closed a tough one by *reaching for his hat!* How another salesman uses a strong closing statement right at the beginning of his talk! See how to throw the prospect "trial" closers all through the interview.

2. "Buyers LIKE Strong Closers"

Read the case of the "hot" prospect who was approached by two rival salesmen—and which one got the order. Read about the "dud" sample that helped close sales! Show your salesmen how to arrive at that "meeting of minds" that means a sale.

3. "Six Elements of Successful Salesmanship"

A powerful and persuasive message! Tells, in the salesman's own language, why it's smart to plan his work, know his product, work his territory fully, and make his own "breaks"! Helps you to get your men to perform the "non-selling" functions vital to top-notch salesmanship.

4. "What Makes Buyers Buy?"

Crammed full of examples showing how to build a sales talk around the prospect's human desires . . . when to concentrate on the motive instead of the product . . . how to tell the difference between the apparent motive and the *real* motive.

5. "Five Routes to the Top"

Five methods of making more sales . . . each one illustrated with actual examples—stories that not only inspire your salesmen, but also show them **HOW!** Let your sales force read these valuable hints . . . then watch volume rise as your men write up more and bigger orders.

6. "Let Your Presentation Go Modern"

Give each salesman the "know-how" with these stories that illustrate how to build a smooth, skillful presentation of the facts . . . how to polish up the rough spots in his technique . . . how to build a modern presentation that packs a powerful selling punch!

7. "Capitalize Your Prospect's Objection"

Read about the salesman who specializes in calling back on the tough ones. See how he handles every objection profitably. Watch his technique as he turns the toughest objections into strong sales points. These actual cases show your salesmen how to **CAPITALIZE** an objection instead of brushing it off.

8. "Objections Aren't Hard to Handle"

Lively true stories of salesmen who boosted their sales by learning how to beat objections. Specific examples of how to discover the *real* reason for a "No," and how to turn it into a "Yes." Four main types of objections and how to lick them.

9. "Every Salesman Has Two Bosses"

Read one of the most exciting stories in this series—Ken Gray, the man who gave himself just one week to succeed, or quit selling as a career. See the amazing results he got when he decided to make just *one final call* on each prospect! An inspirational, yet thoroughly practical message.

10. "Play Ball with Your Biggest Customer"

Give each of your salesmen a copy of this frank, straight-from-the-shoulder discussion of the salesman's attitude toward his company. Show them how to cooperate with other departments, how to understand the problems of the home office. Helps to instill a greater spirit of cooperation.

11. "Smith Never Gets Small Orders"

Stories that show why it's not smart to let one or two big prospects interfere with regular production. Actual examples that show your salesmen how to "pace" themselves for steady, profitable production—how to get the little ones AND the big ones.

12. "Some Salesmen Know What the Score Is"

Here's the program for putting into action the methods and suggestions of this valuable series—inspiring advice to help your salesmen earn more by selling more. Shows your salesmen how to take the first step toward greater sales volume—how to set a goal and how to reach it.



WALTER HORVATH,

author of "Twelve Guides to Modern Salesmanship," has spent 25 years on the firing line in the field of selling. Today, management in some 30-odd industries seeks his counsel on the supervision and stimulation of salesmen.

PIN \$1 TO THIS COUPON—MAIL TODAY

Prentice-Hall, Inc., Dept. B-SM-648
70 Fifth Avenue, New York 11, N. Y.

Here's my \$1. Send me a complete set of "Twelve Guides to Modern Salesmanship" by Walter Horvath. If not completely pleased, I will return the set within ten days and get my dollar back!

Name Title

Firm Address

Address

These 2 publications complete your sales-package to the
12 Billion Dollar Building Industry, because

THEY GO

Straight to the Bull's Eye!

TO LUMBER AND BUILDING MATERIAL DEALERS

20,000
DISTRIBUTION

BSN for your
distribution
job . . .

TO CONTRACTOR-BUILDERS

74,500
DISTRIBUTION

PB for your
final sale

Your advertising clicks in these two publications because BUILDING SUPPLY NEWS is edited only for Lumber and Building Material Dealers . . . PRACTICAL BUILDER is edited only for Builders.

The Builders you reach in PRACTICAL BUILDER buy from the Dealers you reach in BUILDING SUPPLY NEWS.

This unbeatable combination completes your sales package to the building field, because each publication is tuned to the special interests of each group. Each goes straight to the job-interest of its readers. That's why

dealers subscribe to BSN, and builders subscribe to PB strictly on editorial merit. And, that's why these publications have never been successfully imitated.

For proof of the soundness of the individually-tailored editorial formulas for BSN and PB, take a cue from the leading advertisers. They back up their own contention by using both publications* to sell their products to the 12 billion dollar building field. No other publications give you so much reader interest and acceptance — so much value for your advertising dollar.

* Combined advertising volume for March issues of BSN and PB is 258 pages.

PB and BSN are published by Industrial Publications, Inc., for over 30 years the leading publishers to the building industry, who publish Practical Builder, Building Supply News, BSN Dealers' Directory, Building Material Merchant & Wholesaler, Brick & Clay Record, Ceramic Industry, Ceramic Data Book.

PRACTICAL BUILDER
MORE BUILDERS PAY TO READ PB THAN ANY OTHER PUBLICATION

BUILDING SUPPLY NEWS
THE LUMBER DEALER'S BIBLE

herewith the enclosed pencil"?

Form letters, individually typed, may be necessary to expedite a heavy volume of correspondence, but don't let the forms obscure your interest in the man to whom you are writing and his particular problem.

B-U-S-I-N-E-S-S is spelled with a U and an I, and the U comes first. Put the "you" idea first in your letters. Think of your customers' interests. It pays. Answer directly the questions asked.

In our business the sales card we keep for each customer carries not only the usual report on sales, payments and credit rating, but space for comment by the salesman on his calls, and a line to show the birth date and hobby of the customer. Out of these minor bits of personal information often come leads that enable us to break through the formality of business correspondence.

When writing sales letters, there's no better guide than the old acrostic from the opera Aida:

A for Attention: The first three seconds usually determine whether you will get the reader's attention.

I for Interest: Put in facts that will interest and stimulate the imagination.

D for Desire: Emphasize profit and service to show direct gain for the reader.

A for Action: Tell what to do to get it—Mail your order now!

Every letter should be as neat, informative, courteous and action-getting as you want your salesmen to be. Remember: A letter must do its work in one message; when it is through, it can't answer questions.

Select at random a number of letters from your incoming and outgoing mail and check the answers for courtesy, completeness and conciseness. You may discover why the company's letters are not pulling better results.



Guess Who? . . . The gentlemen above are demonstrating a neat little device which is meant to kill two birds with a single stone. In behalf of three of its clients Duane Jones, Co., Inc., New York City advertising agency, is launching a novel Jigsaw Puzzle Contest on John Reed King's "Missus Goes A-Shopping" television program. A photograph of a prominent news personality—cut like a jigsaw puzzle—will be assembled gradually before the television cameras. Each week several pieces of the puzzle will be assembled and the home audience will be asked to guess the identity of "Mr. Who." A jingle riddle will offer additional clues. The contest will run six weeks. Prize: A Launderall Washing Machine.

This is the first time, says the agency, that such a promotion has been held on a television program. Jones hopes not only to garner some name identity for its clients, but to evaluate the size, scope and responsiveness of the daytime television audience.

The gentlemen of the picture: Ralph Smith, executive vice-president, Walter Ware, its television director. Seated, Mr. King.

You Can't Beat This Record—

**Last Year
KMA Received Nearly a
HALF MILLION
COMMERCIAL ORDERS!**

Here is proof of KMA sales influence — a response of 485,919 listeners from 875,520 radio homes—or better than 50%. Remember—people *must listen* before they can write—and they *must be sold* before they will respond to the message of advertisers.

When you buy KMA, you know what you're getting.



PEANUTS IN YOUR BUDGET?

That's all it takes (comparatively speaking) to buy a consistent advertising schedule in Jessie's Notebook.

And what a schedule! It will reach 15,660,000 families each week and deliver a tremendously high readership.

Made-to-order for the Food and Household Product advertiser, Jessie's Notebook is streamlined to meet today's #1 advertising problem, "what to do in the face of rising media costs".

Let us give you details.

"JESSIE'S Notebook"

420 Lexington Avenue
New York 17, N. Y.
Lexington 2-1434

5 No. Wabash Ave.
Chicago 2, Ill.
Financial 1051

ARE YOU PROTECTING YOUR SALES PERSONNEL SELECTION AND TRAINING DOLLAR?

As a sales executive you are undoubtedly using many modern tools of your profession. But have you given full consideration to the possibility of reducing your personnel selection and training cost by separating it from the element of chance?

Just as sales analysis is an important factor in your production and distribution planning, psychological analysis should be an important part of your sales planning. It can not only control the costly margin of selection error, but can result in a program for improving salesmen and sales supervisors already on your payroll.

A request to us will bring full information on the use of testing by other sales organizations, and will tell you how to set up a program which you will direct, and which will be tailored to meet your specific sales needs.

SADLER, HAVER & ASSOC.
Personnel Management Counsel
333 N. Michigan Ave.
Chicago 1, Illinois
ANDover 1607

Shop Talk

Business-Education Clinic: When the sheepskins are passed out in June, our colleges and universities will again turn out more accountants than American business can absorb . . . but not nearly enough chemical engineers. Lawyers will be a dime a dozen, but there won't be enough young men qualified to take sales and distribution jobs. Thousands of starry-eyed youngsters will be looking for positions in the advertising field—positions that just aren't there. Something's wrong with this picture.

At an April meeting sponsored by the Training and Education Group of the New York Chapter of the Society for the Advancement of Management, a panel of businessmen and educators* wrestled with the too-long-neglected problem involved: "How Can Education and Industry Team Up to Insure Better Management Personnel?" The comments of the panel members revealed only too clearly the need for closer teamwork between our colleges and universities, and the business community.

Entirely aside from the fact that too many young people, for lack of proper vocational guidance and a clearer understanding of the needs of business, are electing careers in fields that are overcrowded, business generally is dissatisfied with the kind of training youth is getting in business preparatory courses. The S.A.M. panel group feels that this is something that can be corrected only by much more joint action between business leaders and educators.

The educators pointed to the need for business to set down clearly its job specifications. Both sides expressed the feeling that we need more "internships" which will enable students to take summer or part-time assignments with business organizations to achieve a closer tieup between theory and practice.

A certain degree of skittishness on the part of business arising out of the fear of being accused of "interfering" with academic freedom came out in part of the discussion. With the right kind of collaboration between educators and business, this handicap can be removed. One very practical suggestion was this: that *top management* in business should clear the way, policy-wise, for the man in charge of personnel and training, to participate in practical programs for closer collaboration between education and industry.

I know this to be a significant observation. I remember attending a meeting, several years ago, of training and personnel people, in which the then-fairly-new program of Distributive Education was under discussion. A representative of one of the country's biggest automobile companies stated frankly from the floor that he doubted if his top management would sanction any participation in a program of this kind.

Running like a bright thread through all the discussion at the S.A.M. meeting was expression of the great need for better potential management talent, and the need for more effective programs for

* Members of the panel: Joseph W. Bird, Manager, Training and Specialized Recruiting, RCA Victor Division, Radio Corporation of America; G. R. Fugel, Manager, Personnel Division, Appliance and Merchandise Department, General Electric Co.; Vernon O'Rourke, Employee Relations Department, Standard Oil Co. (N.J.); Dr. G. Rowland Collins, Dean, Graduate School of Business Administration, New York University; Dr. Robert A. Love, Director, City College School of Business, Evening and Extension Division; Dr. J. E. Walter, President, Alfred University. Chairman: LeRoy Lewis, American Institute of Banking.

training top executives. Not enough qualified young people are coming into business to fill the demand for potential managers. The most important missing element seems to be the lack of more effective tieup between business and education, at some point in the educational process, which will give the student the opportunity for not only assimilating knowledge of theory, but learning, through first-hand work in the business world, how to apply that knowledge.

The S.A.M. meeting was hardly more than a curtain-raiser for what might be developed into a nation-wide movement for a series of such meetings. Both sides—business and education—have been at fault in the failure to get together to work out a joint program for achieving a better match-up between the qualifications of college graduates and the needs of the business community. If the S.A.M. can project this first tentative exploration far enough to develop a practical program and a means for its implementation, it will be living up to its name and making a solid contribution both to business education and to industry.

"We Interrupt This Program . . ." . . . for a bulletin on SM's Survey of Buying Power. This issue, due May 10, was caught, six weeks ago, between the upper and the nether millstones of the printers' strike in Philadelphia and New York City. Now, with the New York City men back at their monotypes, we're engaged in a race with time to see how many of the lost days we can make up.

Our Survey is scattered from Dan to Beersheba. Part of it is being set in Newark, N.J. Part is on Eighth Avenue, in New York City, part on 25th Street. And part of it is in the laps of our regular printers in Stroudsburg, Pa. We feel like a troupe of jugglers with 20 plates and 19 colored balls in the air.

At this moment, we cannot make even a guesstimate of when the issues will go into the mail. Believe me, we are sorry for the delay, because the Bell System and our laden postman tell us how badly the new figures are needed. We'll just have to fall back on that shop-worn phrase we had to use so often during the War: "Due to conditions beyond our control . . ."

Unions on the March: Again I call your attention to SALES MANAGEMENT's current series of articles reporting on the extent and character of unionization among salesmen. You'll find another article in this issue (page 45), this one dealing with the messiest situation thus far uncovered in our explorations: the liquor unions in New York. We believe the development of unionized sales forces is a top priority problem for all company presidents, general managers, and sales managers, and we know for a fact that we are offering the best coverage on the subject available anywhere in the business press.

All of the SALES MANAGEMENT editors who have worked, and are working, on these assignments, have come up with the same observation as they turned in completed manuscripts. It's something to be deeply disturbed about. It's this: while the unions generally are willing to discuss the issue freely, management men are pussyfooting, dodging, denying—yes, even lying—about their side of the battle. They have not yet faced it.

So long as this situation exists, unionization is bound to continue to grow. It thrives on abuses of manpower, and the only way to head off unionization among salesmen is for management to correct existing abuses of its own volition and in its own long-range interest. The only way to stop unions from capitalizing on such weaknesses as pay inequities, failure to provide a reasonable measure of security, and vicious cut-throat competitive policies (to mention but three), is to eliminate them before a union has the opportunity to trade on them.

A. R. HAHN
Managing Editor

MAY 1, 1948

Advertisement

How Many Business Market Hands Should Your Salesmen Shake?

by ARTHUR F. DERMODY
Media Director
Kelly, Mason, Inc.

When you get right down to it, selling something to a business man is essentially no different than selling to anybody else.

The business market is a consumer market like any other—a mass market, if you like, composed of all the actual and potential prospects for your products or services. It's only good business sense to try to get your sales story across to *as many of these prospects as your salesmen—or your advertising—can possibly get in to see.*

That's an old story, of course, to the national advertiser of such products as foods, cosmetics, or household appliances. He wouldn't think of restricting his message to any one or two magazines.

You'll find him making new friends and influencing people to buy in women's service magazines, in the general weeklies and general monthlies—wherever his customers are to be found. He knows it pays to shake as many hands as he can—as often as he can.

You'll find the same technique pays off just as handsomely in the business market.

• • •
This column is sponsored by Nation's Business to promote the use of a "mass technique" in selling the business market.

Four leading general business magazines offer you in 1948 a combined circulation of 1,285,000 executive subscribers, over 15 million pages a year on 12-13 time schedule. The combined rate for a black-and-white page in all four papers is only about \$9,725.

	Guaranteed B & W Circulation	Page
Nation's Business	575,000	\$3,000
U. S. News-World Report	300,000	2,400
Fortune	235,000	2,750
Business Week	175,000	1,575

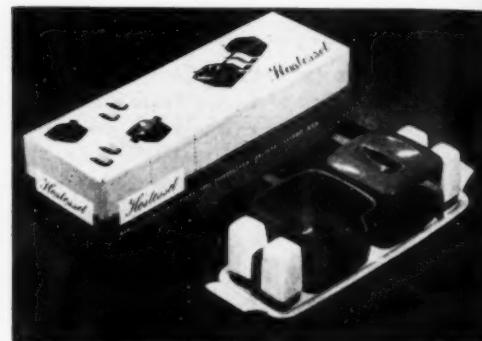
For case histories of advertisers who have found such "mass" selling profitable, write Nation's Business, Washington, D. C.

Advertisement



TELEVISION: Hallicrafters brings its first television receiver out in the same plain steel cabinet which won markets for its multiband radios for radio hams and short wave fans.

TABLE TRAY SET: It's the Hostesset, seven-piece set of sugar and creamer with two sets of salt and pepper shakers. Federal Tool Corp., Chicago, makes this set in red and white.



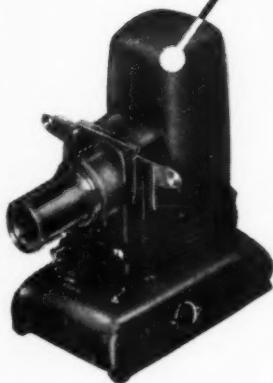
METAL CONTAINER: For first time since 1942, Sharp & Dohme's Sucrets are packed in a metal box (left), replacing wartime cardboard (right).



EASY-OPENER INDIVIDUAL: That's the name for Kellogg's package for cereal service in hotels and restaurants. Slight pressure of thumbs on either side of score mark and twist of wrist open outer and inner wrappers speeding cereal service.

ACETATE PACKAGE: This is a display case or gift box for Landers, Frary & Clark's Universal electric blanket. A built-in platform supports electric control and cord displaying together blanket and control.





STRIKE GOLD WITH PRODUCTS STYLED TO SELL

Is your product prospecting for sales gold in markets already deeply mined by competition? If so, you need the guidance of an old-timer. Showing manufacturers the way to sales bonanzas is our business. And when you know how, anyone can have a product that sells into all the extended veins of broad, moneyed markets.

But to really strike pay dirt, your product—and your package—require good-as-gold styling, the kind of inherent sales sparkle that goes way below the market surface and comes up with the nuggets of big distribution. Every product illustrated extracts plenty of yellow mineral. Why? Because the glitter, glamour and dazzle of mass buying appeal is there.

Let us help you stake out a rich claim for your product—or your package—right now.

WRITE FOR FREE COPY OF "HOW TO FORM A PRODUCT DESIGN COMMITTEE."

BARNES & REINECKE, INC., *Designers and Engineers*

236 East Ohio Street, Chicago 11, Ill. • Our 14th Great Year • Staff of Over 200

MAY 1, 1948

Factory "Open House" Is Eye-Opener In Community Relations

BY W. B. ECKENHOFF • Sales Manager, Roberts & Mander Corp.

Roberts & Mander recently threw a party at the plant for its employes and their families, and for suppliers and the public. The idea: To create a feeling of neighborliness. Here's a simple blue-print for a good-will builder at the local level.



DOOR PRIZE: To cap the tour of the factory by its guests, Roberts & Mander awards in a drawing one of its Quality brand gas ranges to the lucky ticket holder.

We believe that, like charity, good public relations begin at home. That's why we recently decided to invite our friends and neighbors to an "Open House" at our plant. We wanted them to get acquainted with us, to see what kind of plant we have, to watch our Quality Ranges and other Quality kitchen equipment being made, and above all to get the impression that the Quality plant offers good working conditions.

Now that we've had the party, we can say emphatically, based on our own experience, that an "Open House" of this kind is a wonderful idea for any manufacturer whose plant is in a small town, or whose labor comes chiefly from the area immediately surrounding his factory. We think that its effect, direct and indirect, on the labor pool is obvious.

Not quite so obvious is its influence on miscellaneous suppliers whose

employes will also come to your party. The local politicians, the truckers, the people who handle your shipments at the freight station, the plumbers you call in to fix leaks, the many others upon whom you depend for various services will be more interested in the work they do for you if they have been entertained at your plant and given a chance to see it under operating conditions.

Here's how we organized our Open House at Roberts & Mander:

1. We sent letters individually to the homes of all our employes, urging them to invite their families and their friends and neighbors to attend. To make the time convenient for everybody, we scheduled the party to start at 6:30 P.M., even though this meant that an entire shift at the plant had to be changed in order to allow operation until late at night.

2. We inserted quarter-page ad-

vertisements in the newspapers of Hatboro and a number of neighboring towns. These advertisements read:

You are cordially invited
to be our guests at an
OPEN HOUSE
at the Quality Range Plant
on Thursday Evening, January 22nd
Beginning at 6:30 P.M.

The Entire Plant Will Be Operating
See the New Quality Ranges Being Built
Refreshments—Valuable Door Award
(Recipient's Choice of any Quality Range)

Spend a Pleasant Evening with Us
Roberts and Mander Corporation
Hatboro, Pa.

3. Publicity stories on the Open House were released to the local press.

4. We instructed each department head to prepare demonstration material that would demonstrate graphically the operations and processes of his department. Special emphasis was put on "before and after" exhibits of parts. In addition, a chemical laboratory was set up in the porcelain enamel department to show tests for acid-resisting enamel and to give other, similar demonstrations.

5. The biggest single question mark in our advance planning was the number of guests for whom we should prepare. We had no previous experience on which to base an estimate, and the weather added to our uncertainty. We finally decided to apply the arbitrary formula that five times as many people would come as we had workers in the plant, and provided refreshments for 3,500. This approximation turned out to be astonishingly close, as 3,250 people came.

Those who came to our Open House included borough officials, members of the local Rotary Club, and prominent businessmen from our own and neighboring communities. Predominant among the visitors were the families, friends and relatives of our own employes, as well as many others with no particular connection with our company.

Parking space near the plant became something of a problem during the course of the evening. Cars lined the curbs for several blocks in every direction, and the local police and

HUNTING FOR SOMETHING



for data on Cincinnati

ASK THE POST!

Take advantage of these
POST MARKETING SERVICES:

You'll profit from these
POST MARKET STUDIES
when selling Cincinnati:

- New information on Cincinnati city zone families and their buying power.
- Cincinnati buying habits and brand preferences for department store type merchandise.
- How Cincinnatians read newspapers.

Continuous Monthly Grocery Inventory shows sales and stock-on-hand figures for more than 350 well-known brands.

Grocery Distribution Check shows percent of distribution for 51 major grocery classifications stocked by chains and independent outlets.

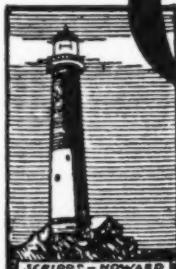
Route Lists are available for retail grocery and drug stores; liquor and wine outlets.

In addition to these factual studies, the Post has compiled a wealth of pertinent data—not available from any other source—covering all phases of market analysis. For market and marketing information tailored to your specific needs—ask the Post!

And remember, the Cincinnati Post reaches over half a million people each evening—the active, responsive, Cincinnati market!

here's more help →

The  Cincinnati Post



THE NEWSPAPER FOR **ACTIVE CINCINNATIANS**

Robert K. Chandler, Manager, General Advertising

CINCINNATI 2, OHIO

Represented by the General Advertising Department of Scripps-Howard Newspapers

Free...2 helpful BANKING Bulletins for Advertisers and Agencies



INDUSTRIAL AND COMMUNITY DEVELOPMENT—railroads, public utilities, chambers of commerce, banks and others are promoting their areas, industries and products... Banking contacts open new doors for business development.



REPORTS TO STOCKHOLDERS AND PUBLIC BY INDUSTRY—Leaders in business, industry (and banking) use public relations advertising to inform stockholders and public—via bankers—as to earnings, progress and future plans.

Get your copies today!

The magazine of influence among men of influence is—

BANKING

Journal of the American Bankers Association

ABC circulation over 34,000

12 E. 36th St. 105 W. Adams St.
New York 16 Chicago 3

firemen were out in force to direct traffic. The crowds started coming right on the dot of 6:30, and at one time the line of people waiting to enter the plant extended for more than a block.

We kept the crowd moving through the various departments of our plant, so they could see every step in the building of Quality Ranges from start to finish. During the course of the evening we gave complete demonstrations of the new Quality Ranges and pointed out their individual features.

The Winner: A Local Resident

The tour ended in the plant auditorium, where refreshments were served, and where the drawing for the door prize took place. The winner happened to be a resident of Hatboro. He selected a new Quality fully automatic gas range, built to "CP" standards, and photographs of his acceptance of the range resulted in a story that was widely published in the press.

But this specific story was only one phase of the publicity that resulted from our Open House. We were surprised to get not only news stories of our party, but recognition in the editorial columns as well. To be specific, here's the lead editorial from the first issue of our local *Hatboro Public Spirit*:

"Our hat is off to whoever it was in the Roberts & Mander Company who came up with the idea of holding 'open house' in their plant last Thursday night. It was indeed a happy inspiration, and while it might not be reflected directly in the sales record of the company, it most certainly will pay dividends in community interest and employee morale.

"The old figure of speech that one can live so close to the forest that he does not see the trees, is very apt for most of the people of Hatboro with respect to this town's largest industry. The Roberts & Mander plant has been an important part of the community for thirty years; its ups and downs affect our daily lives, but for the most part we knew very little about it. Oh sure, we knew the company made gas and electric ranges and that it employed maybe six or eight hundred men and women. But until we went through the plant last Thursday night we knew mighty little about how those ranges were produced and what those men and women did.

"The tour was a revelation. We never supposed, for instance, that such heavy machinery was required as those great stamping presses. Or that the enameling process is such an elaborate and painstaking one. Or that moving assembly lines were used. Or for that matter, that the plant appears many times as large wandering about inside as it does from the street.

"We didn't realize either, until we heard Sales Manager Ben Eckenhoff talk, that a range has to pass a couple hundred separate tests before it can be put on the market. Seems as though, while the Roberts & Mander trade name 'Quality' has become nationally famous, we here at home have been taking what it means for granted. We venture to say that the large majority of the several thousand persons from Hatboro and vicinity who toured the plant last Thursday night now have a new and fuller conception of the character of work done there, and came away with a feeling of great pride in their local industry.

"And the attitude of those from a distance we think can best be summed up in the remark of a man to his family in the group with us 'Looks like this would be a pretty good place to work.'

Needless to say, we didn't ask for that editorial. It wasn't "planted." It was just a natural and unexpected result of our party.

Effect on Own Workers

What was the effect on our own workers? They enjoyed the opportunity to have their families and friends come in, as guests of the company, to see exactly what they did in the manufacture of Quality Ranges. To be specific on this point, too, here's a front-page story from the February issue of *Union News*, the publication of the union workers in the Roberts & Mander plant:

OPEN HOUSE Was Full House

"This invite to our families and the general public was accepted with much interest and the response of 3,500 or more persons.

"The Plant tour gave the guests a good conception of the numerous operations involved with the assembling of a high QUALITY Range.

"Operators on duty that night gave a good demonstration of the skilled workmanship necessary for the production of a commodity so vital to the modern housewife's successful table service for a healthy family.

"Then, too, these guests were thoroughly informed of the important features and materials incorporated in The QUALITY Range. A performance and discourse so ably handled by the man often called 'Magician Ben.' The Company served everyone with refreshments and presented a door prize Range of winner's choice."

That editorial calls for a few blushes on my part, because the president of our company and several other executives were more responsible for the Open House and its success than I was.

It is our opinion that these two editorials indicate beyond question the success of our Open House in improving our relationship with our community and with our workers.



Lederle

RADIANT HEALTH...

as portrayed by
FORDES
LITHOGRAPHERS
Boston



1947

YEAR AFTER YEAR.. Glowing health with Lederle

Year after year, Lederle Vitamin displays mirror the joy of glowing good health. They continue to feature members of a typical, happy, growing American family.

Forbes created and produced all of these displays. They possess dealer and consumer appeals that win for them a long initial showing in store windows and inspire storekeepers to save and re-use the displays again and again.

Surveys have proved that many FORBES-created displays have had a long initial showing and frequent re-use, over periods of months and sometimes years.

Further proof that point-of-purchase advertising and display material by FORBES commands favorable and fruitful attention from storekeepers and from shoppers.

FORBES
LITHOGRAPH CO. P. O. Box 313, Boston 1



1945

ECA to Open European Trade When Its Own Birth Pains End

"But wait," urges Administrator Paul Hoffman who's so busy organizing he cannot announce full operating details . . . He hopes to get at least 75% value for our \$5.3 billion.

American manufacturers will have to wait weeks or even months to learn how they can do business with the 16 war-damaged and Communism-threatened countries that are to be aided by the new Economic Cooperation Administration, now getting set to carry out the provisions of the Marshall Plan.

On April 19, when this was written, the message of ECA Administrator Paul G. Hoffman to American sales executives and trading houses was: "Keep your contacts with your foreign connections. Get ready to allocate a part of your output for this kind of essential trade. We'll establish operating policies, clear the ground, and open channels as quickly as possible. But *wait*."

A week earlier, much unavoidable confusion marked the work start of ECA in Washington . . . biggest rehabilitation business enterprise in history and the non-Communist world's great hope for peace.

ECA's \$5.3 billion working capital, its functions and its structure were authorized. Administrator Hoffman was on the job. But to man so big an organization, plan the details of its operation and get it rolling are herculean tasks.

Baby Picture of ECA

On April 12 when an SM editor witnessed some of the third-day birth pains of ECA, this was the picture: In three, half-empty, high-ceilinged, squeaky-parquet-floored rooms in the "old" State Department Building at 17th Street and Pennsylvania Avenue, were Paul Hoffman, three borrowed executive aides and three girls. They were the whole of ECA at the moment. In floor corners lay extra telephones, coils of wire and installers' tool bags. On a table stacked in cardboard boxes were 4,000 letters received that day from everywhere, most of them asking questions that can't be answered—yet. Two telephones were hot. Telegrams flashed in. Everybody and his brother wanted Mr. Hoffman.

The Administrator—with what

can be called the biggest business job in America—had been in that office since 7 A.M. holding conferences, reading urgent reports, telephoning industrial leaders and *trying* to get time to think. He was going to be there until midnight. That, in fact, is still his business day—broken sometimes by hurried White House visits and air trips to New York or somewhere.

Settling Down

This month, as Mr. Hoffman's staff and working force assembles, ECA headquarters will move into a new building in Washington and will settle down to the gigantic undertaking of helping 16 countries to eat, rehabilitate their industries, and build up their trade with other peaceful nations, including the United States.

Facing his tremendous and complicated job, Mr. Hoffman—who gave up the \$96,000 presidency of Studebaker Corp. to be the \$20,000 Administrator—hopes to get from 75% to 90% value for the \$5.3 billion European Recovery Program fund.

"During the last war," says he, "this country spent close to \$300 billion and the waste was probably \$75 billion. Of course, in ECA, we are going to make some silly mistakes. That is inevitable in the expenditure of so huge a sum. But perhaps we can get 75% or 80% or maybe even 90% value for the money that is being sweated out of American taxpayers. Anyway, we'll try."

Emergency Relief

While trying to stimulate two-way trade so that losses may be held to minimum, he still has to authorize emergency relief shipments first. This is going on today. Then, through his roving representatives in Europe, he will listen to requests from foreign governments for many kinds of materials and equipment. Finally he will get down to merchandise needs, though this cannot start for another month or more.

Always he must make decisions based on the principle that our own American economy must not be hurt. Thus, even if a West-of-the-Iron-Curtain country cries for tractors, they must not be shipped if American agriculture needs them badly. Perhaps the country asking for them should use horses instead, particularly if gasoline and oil for tractors cannot be made available. Machine tools in critical shortage here may not be exported, no matter how great the need abroad. If the demand is for industrial coal and we cannot spare it, then perhaps German coal or English coal will be directed to the fuelless nation.

As for "normal" two-way trade between the United States and any of the 16 nations, there is still no one able to describe the exact procedures. They haven't been determined. However, in over-simplified form, this is the method that *may* operate: A French mill needs a bale of cotton. The French agency of ECA asks for it. Headquarters here issues a permit to Colonel Culpepper of Athens, Ga., to ship it direct to the French mill. The Colonel gets \$500 from a French ECA bank account here while France collects \$500 in francs from its mill. At the same time an American wholesaler wants a \$500 case of French perfume. Through the same two-nation ECA permit and collection arrangement, the perfumer ships direct to the American wholesaler. Thus a \$500 export-import swap has been completed between the two countries.

Salesmen at Work

It is to be expected that buying and selling representatives from the 16 nations will establish themselves here and our own buying and selling forces will range through the 16 nations. They will operate under supervision and limitation of ECA here and under its counterparts in other countries, but trade in permissible items will proceed as nearly as possible in "normal" channels. Thus ECA, in part at least, lifts that much of the existing trade ban caused by shortage of dollars in the 16 suffering countries. It may not be able to increase United States exports and imports in 1948 over the 1947 figure but starting next year the volume will rise.

How to Sell Retailers Through Central Buying Offices

BY JAMES C. CUMMING • Vice-President, John A. Cairns & Company, Inc.

It's relatively simple for a new item to win distribution on its news value alone. But to gain recognition for a product already on the market, you must give it the same well organized promotion you put into direct selling.

One of the most important developments in retailing during the past decade has been the sharp increase in the strength of the buying office. No longer is the buying office merely a place for the buyer from the member store to hang his hat while he covers the market. Today it is a power in its own right, and its own buyers are a real factor in the industries they cover.

There are three chief reasons for the increase in the importance of central buying:

1. The rising costs that were in evidence even before the war caused retailers to favor every operation that spelled increased efficiency.

Central buying was one of these. By giving more authority to the buying office, the retail buyer could stay

in the store instead of spending much of his time in the market. The saving in traveling expenses that results is obvious. Not so obvious is the saving that comes from not having to back up each buyer with a strong assistant. It used to be that the assistant had to be "heavy" enough to run the department much of the time.

2. The war years, with their merchandise shortages, impelled retailers to give broad authority to their buying offices to get whatever merchandise might become available at any time. The store buyer knew he could sell anything that was shipped to him, and he empowered his buying office to order whatever might be found in his line. During this period the big buying offices were much more successful than individual

retailers in getting important allotments of scarce merchandise, because their buyers were constantly in touch with mills and manufacturers, and because the mills and manufacturers knew that the buying office would relieve them of responsibility for the fair distribution of their merchandise.

3. The development of merchandise that will help the independent retailer to meet chain store competition is more readily accomplished by the buying office than by the individual store. For example, the Gimbel group recently entered into a \$5,000,000 men's clothing agreement with L. Greif & Bros., Inc., Baltimore. Under this agreement Greif is furnishing 36,000 units a year for five years to the Gimbel stores in New York, Philadelphia, Pittsburgh, and Milwaukee. When you consider that the sales of Bond Stores were \$74,600,000 in 1946 compared with \$19,600,000 in 1938, it is obvious that deals such as this are being set up by central buying offices to help the independent department stores meet the competition of Bond, Crawford and similar chains.

What are typical central buying offices like? What do they buy? How are they organized? How does central buying affect buying at the local level? Let's consider these questions one at a time:

There are as many different kinds of central buying offices as there are stores. Phelan's Directory lists about 700 of them. Some, such as the Associated Merchandising Corp. and Macy Associates, will work with the manufacturer of anything a department store sells. These two are owned by the stores they represent. Others, such as Kirby, Block and Co. Mutual Buying Syndicate, Arkwright and McGreevy, Werring & Howell, are independent organizations whose services are retained by retailers on an annual fee basis. And there are the buying offices that represent chains of specialty stores, such as I. Magnin, Peck & Peck, and the Lerner Shops.

This partly answers the second question, too. You'll find buying offices that will work with you on any line of merchandise, from house-



EAST OR WEST or NATION-WIDE To Reach Management Executives

Advertise for the "YES" that gets ACTION . . . through the pages that decision-making executives value more highly than any other publication

WHEN a policy-setting official says OK, the sale is complete. It is these men who read The New York Journal of Commerce or the Chicago Journal of Commerce, day after day.

They need these papers in guiding their decisions, because they are the *only complete daily business newspapers published* — not merely financial papers — for exclusive, shot-calling national news features, and for local spot news of their own business area.

The Journals of Commerce hold the confidence of 75,000 subscribers who pay \$20 a year to read it. A proved readership of more than 200,000 presidents, vice-presidents and other production, purchasing, sales and traffic executives.

J-of-C circulation represents the highest concentration of business and industrial *decision-making officials now available for advertisers.*

Do you advertise a business product or service? A commercial or industrial commodity? A Consumer product with a top-income market? Do you have an institutional message for top management?

Write or telephone for the Story of the Greater Journal of Commerce Market and rate cards. One order buys either or both, for sectional or nation-wide coverage.

Get to the men who DECIDE . . . in the dailies that HELP them decide.



Nation-wide concentration of Top Management

A Few of Thousands of J-of-C Advertisers Who Are Also Subscribers

Consolidated Vultee Aircraft • Merck & Co., Inc. • The Dow Chemical Company • The Chase National Bank • Bigelow Sanford Carpet Co. • American Meat Institute • American Rolling Mill Co. • Park & Tilford • Eastern Airlines • Frankfort Distillers Corporation.

The Journals of Commerce

The Journal of Commerce
NEW YORK

53 Park Row, New York 13, N. Y.



Chicago Journal of Commerce

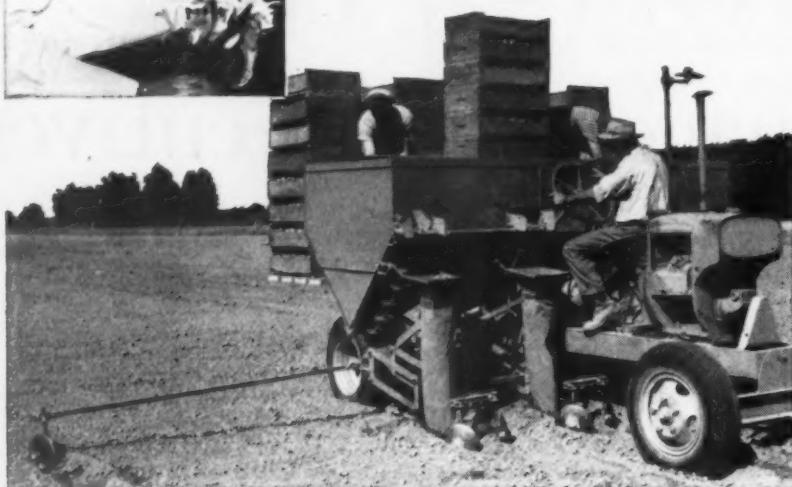
12 East Grand Ave., Chicago 90, Ill.

TOP MANAGEMENT'S GOOD RIGHT HAND

MAY 1, 1948



Daffodils are a Million Dollar Industry in Tacoma-Pierce County



Upper: Doreen Moody, 16-year old Queen of the 1948 Puyallup Valley Daffodil Festival.
Lower: A bulb-planting machine at work.

CLOSE to one-fourth of all daffodil bulbs sold in the United States today come from Pierce County, Washington. More than a thousand fertile acres are devoted to the industry—which in 1947 shipped more than 8,000,000 bulbs worth approximately \$1,000,000. It's just one more example of Tacoma-Pierce County's diversified economy—and one more reason why advertisers are making Tacoma a "must buy" on every Washington State newspaper list.

A "Must Buy"—and Here's Why

No "outside" newspaper gives adequate coverage of the important Tacoma metropolitan area—second most populous region of Washington State. Check these coverage figures:

TACOMA NEWS TRIBUNE 79%		
Second Tacoma Paper	51%	
Seattle Morning Paper	10%	
Seattle Evening Paper	5%	



Now Delivering More
Than 60,000 Daily

The
TACOMA
News Tribune

wares to toys, from children's wear to men's wear, from popular-price ready-to-wear to high fashions, in small or large quantities.

The organization of the buying office follows the lines of organization of the store. There are buyers and assistant buyers for each of the independent store's departments. The A.M.C., for example, has more than 400 buyers. They are supervised by merchandise managers, and there is a controller, and in many offices a sales promotion manager, an advertising manager, and a display manager.

In working with his central buying office, the local store buyer obviously sacrifices some of his authority. In return, he gets more time to do a better and more thorough job of running his department. If his department is lower-price dresses, for example, he may requisition the type and quantity he needs, and back comes the shipment of dresses. The selection has been made by the buying office. Similarly in shoes, the buyer may tell the buying office approximately what he needs, and the shoes are shipped. The buyer, working under these conditions, becomes strictly a department manager.

Amount of Authority

Not all stores work with their buying offices quite this way. The amount of authority that is given to the buying office varies from store to store and from group to group. In the stronger groups, such as A. M. C., a group deal—such as the Gimbel clothing deal we described—can be turned down only by a member of the firm of the individual store. Neither the buyer nor the merchandise manager has the power to reject it.

How should you approach a buying office?

If your item is new, if nobody else has it, that's easy. The buyer covering your line of merchandise will be interested in offering it to his stores as a new item, on an exclusive basis, and the news value of the item will probably carry it through its first season. This is an excellent way to get quick, national distribution for a new product.

But suppose your product is one that has been on the market for some time. How should you present it to the buying office?

Just taking a sample to the buyer isn't enough if you want your line to be really important in the buying office. You'll need a program, just as you need a program to get the most out of your independent store outlets, and it should be well organized for effective presentation.

It Must Have Something

In the state of Kansas, where agricultural wealth is at the highest peak in history, farmers read one publication with a degree of unanimity that is almost unbelievable.

That publication is The Weekly Kansas City Star. In Kansas alone The Weekly Star has not only more circulation than any other farm paper, but more circulation than any daily newspaper or any weekly, monthly, semi-monthly or bi-weekly magazine published inside or outside the state.

The Weekly Kansas City Star employs no premium offers, no insurance tie-ups, no clubbing arrangements or any other circulation inducement of any sort except the editorial content of the paper.

The Kansas Edition of The Weekly Star may be bought separately—137,000 circulation for 70 cents a line. The price for the total circulation, 441,000 circulation, is \$1.50 a line.

The Weekly Kansas City Star.

LARGEST FARM WEEKLY CIRCULATION IN AMERICA

441,392 Paid-in-Advance Subscribers

One such program was recently presented by the Simmons Co. to the top management of the leading buying offices. It included:

1. Statistical information on the volume possible with Simmons Mattresses in towns of various sizes.

2. Examples of what especially successful stores have done to develop their high volume on Simmons goods.

3. Specific proof of acceptance of the Simmons name. This stressed a test made at Lit Brothers, Philadelphia, in which a mattress carrying the Simmons trade-mark outsold the

same mattress carrying a fictitious label by fifteen to one.

4. Data on the frequency of purchase of mattresses compared with other items in the furniture department. This showed that mattresses bring customers back to the store more frequently than any other item in the department.

5. The good mark-up possible with the Simmons line was strongly emphasized.

6. What Simmons does to help train salespeople was described. This includes talks to the salespeople, mo-

tion pictures, and booklets.

7. Simmons plans for advertising in national magazines and local newspapers were stressed.

8. The alertness of the Simmons organization was demonstrated. The presentation backed up this point by showing that, to meet the growing demand for children's goods, Simmons was introducing a new mattress for youngsters.

Similar programs have been developed by many other leading manufacturers for presentation to central buying offices.

United States Rubber Co. presents a program for its rubber footwear that points to its well-styled line, its exceptionally fine product that means assured selling success, its extensive national advertising that creates demand in every store, its wide warehousing facilities that mean quick deliveries and fast turnover, and its broad training program which includes personal training calls on the stores.

Emphasizes Selling Points

The rug companies, such as Bigelow-Sanford Carpet Co., Inc., Alexander Smith & Sons Carpet Co., and A. & M. Karagheusian, Inc., also emphasize their local warehousing through their own facilities, or those of their distributors, their strong national advertising and their good training programs when they talk to buying offices.

Congoleum-Nairn, Inc., offers buying offices a department-planning service based on a study of rug departments in stores throughout the country. This company's training program is also extensive, with trips through the factories for the top salesmen of nearby stores and motion pictures and slides to educate the others.

The buying offices also like "packaged promotions" that they can offer to their stores. An example of a packaged promotion is the one co-ordinated by Hugh Lawson of Carson, Pirie, Scott & Co. under the name of "Wishmaker House." It included matching furniture, rugs, lamps, draperies and other home-furnishings items. Similar packaged promotions are those of the Grand Rapids Guild, the Pendleton Group, and the California Manner Group.

But suppose you feel that you are not in a position to offer a ready-made program of the kind we have described. You can still get a warm welcome from the buying offices if you will think of your field of merchandise in terms of central buying problems, work out a solution, and

House Beautiful
leads
all
magazines
in
chinaware
advertising

CHINWARE ADVERTISERS

American Ceramics Products, Inc.....
R. F. Brodegaard & Co., Inc.....
Castleton China Co.....
Chadwick China Co.....
Copeland & Thompson, Inc.....
Doulton & Co., Inc.....
Finland Ceramics & Glass Corp.....
Fulper Pottery Co.....
Gonder Ceramic Arts, Inc.....
Haeger Potteries, Inc.....
Theodore Haviland & Co., Inc.....
A. E. Hull Pottery Co.....
Lenox, Inc.....
Bernard Lipman.....
Onondaga Pottery Co.....
Paden City Pottery Co.....
Edward P. Paul & Co., Inc.....
Pickard, Inc.....
Raymor Mfg. Co.....
Roseville Pottery, Inc.....
Salem China Co.....
Seammell China Co.....
Southern California Ceramic Co.....
Southern Potteries, Inc.....
Spaulding China, Inc.....
Vernon Kilns.....
Josiah Wedgwood & Sons, Inc. of America.....

Better your home... Better your living



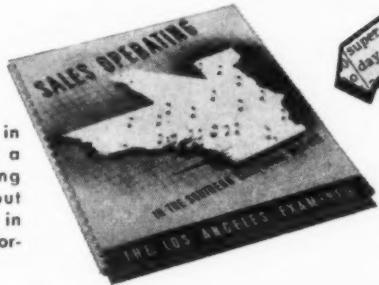
... WHERE 282 MILLION DOLLARS WORTH OF APPAREL WAS PRODUCED IN '47 — UP 500% IN TEN YEARS*

1 The Los Angeles Examiner knows *more* about Los Angeles and the Southern California market than anybody else! Whether you're interested in apparel or in 17 other retail classifications, our Sales Operating Control gives you the block by block market data you need for more efficient—more effective selling.

Said a Zone Sales Manager:

"This is the greatest service any newspaper ever did . . . with it we can set-up territories in which each dealer will be protected from other dealers—it will enable us to intelligently control this through discussions of factual information on the territory and its possibilities."

"It puts the market in your lap!" Ask a Hearst Advertising Service Man about Sales Operating in the Southern California Market."



2 The Los Angeles Examiner covers this market *more* thoroughly than any other paper. It's Southern California's favorite—with more readers than any paper west of the Rockies. Because it packs such a telling-selling punch, it's a standout as the number one paper in any combination chosen to cover America's third largest market.

*Apparel Markets, 1947



A Hearst Newspaper — Represented Nationally by Hearst Advertising Service

show the buying offices how, working together, you can solve it.

Suppose, for example, you make men's clothing. You know what a problem the department stores are faced with in meeting chain store competition in the \$40 to \$50 range. You work out the specifications for a suit that you can make to sell in that price range, provided you can be assured of orders for 50,000 units per year. You include a promotional program that may cover such points as:

A model stock and an automatic re-order system.

A training plan for the salespeople who will sell your suits at retail.

A plan for warehousing your stock at strategic points.

A normal or better-than-normal mark-up for the store.

National advertising that lists the retailers, or local advertising in the cities where the stores that buy through the buying office are located.

A private brand label that will be exclusive with the clients of that buying office.

Unless the buying office has already worked out something like this on its own initiative, you will probably find that a warm welcome awaits your suggestions. You will also find that the buying office will be ready with additional ideas that will mean business for you, and with help in the preparation of your presentation that you or the group office will make to the participating stores.

An example of a clothing line that follows a plan such as this very closely is "Clipper Craft," made by Tri-Mount Clothing Co., Boston. The selling plan includes advertising, radio promotion and other devices for selling through picked stores.

Right here is a clear indication of how *any* manufacturer can work with the large group buying organizations—whether he makes garments or fabrics, or buttons, or thread. The leading groups are doing an increasing amount of *specification buying*. If you can show the group buying office how your product is superior, why it should be included in a specification deal, and in what way you will help promote the whole deal, chances are—you're in!

It's not absolutely essential that you work with the group buying offices. You can steer your course around them, and work only with the individual stores. But if you will work with them—on an intelligent, aggressive basis—you may be astonished at the volume of business you will develop through this channel. There's volume waiting in your line of business if you'll knock on the buying office door.

BOTTLED MILK ★ ★ ★

One of America's Biggest and Richest Basic Food Industries

and a MASS MARKET for Machinery, Equipment and Supplies

Storm, sleet, or snow . . . your milkman always gets through. There are many thousands of him; millions of bottles of milk to be delivered, every morning, on time. A miracle of modern food processing and transportation; a daily ocean of milk to be gathered from farms, pasteurized, cooled, bottled, and delivered. It takes many thousands of plants to do this; a vast personnel to operate the spotlessly clean gleaming sanitary equipment, and to man the endless caravan of trucks required to bring a morning-fresh bottle of milk to America's tables. It's a huge industry. Annual equipment and supply purchases run into millions of dollars . . . a quick responsive market for hundreds of important products in addition to the major items of plant machinery, equipment, and supplies. You can sell this rich, thriving, always-active market through one time-tested medium — "THE MILK DEALER" — first in ABC circulation, first in reader interest, first in advertising results.

Write For Survey Facts

Free to advertisers and advertising agencies: marketing, merchandising data, and live survey facts to help you plan more effective advertising and increase your sales to the dairy industry. Lists and addressing-mailing services at moderate cost.



THE OLSEN PUBLISHING COMPANY

1445 N. FIFTH STREET

MILWAUKEE 12, WISCONSIN



MERCHANDISER FOR HARDWARE

Combining eye and buy appeal, this counter merchandiser is being offered to dealers by Henry Disston & Sons, Inc. It contains 48 of the most popular types and sizes of files sold in hardware stores.

SALES MANAGEMENT

ARE:
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NFSE News



Paul Hoffman
(page 2)

Published Monthly by the National Federation of Sales Executives

Vol. II, No. 8

May, 1948

EDITORIAL

PEOPLE

NFSE News

Published by

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The New Federation

Federation membership up 40% since June, 1947.

21 new clubs affiliated with NFSE since June, 1947.

Building on the accomplishments of the preceding administrations, the "new" Federation is steadily increasing the number of affiliated clubs and of their members. At the same time the services to those members are being increased.

The concept of the "new" Federation is also evident in the degree to which NFSE members and affiliated clubs have participated in the expanded activities. More and more clubs are staging regional conferences, and by so doing are earning for themselves the reputation of being the focal point of selling in their communities. This year has seen many new courses in selling started by cooperation between clubs and colleges. And the first returns on the National Essay Contest indicate that the club committees have done a magnificent job.

For any such surge in prestige, size, and influence there must be an explanation. No doubt much of the credit is due to the current Federation and Club officers. But far more important is the recognition of a mission, a final goal, on the part of the Federation and its members.

Working in an era of unprecedented production and prosperity, NFSE members have recognized that in the near future the finger of America will be pointing at them. Theirs will be the responsibility to maintain prosperity, to move the goods of our war-expanded production plant, to have a sales force which can sell the output of 33 men in the factory for each man on the road.

The "new" Federation has many projects, programs and committees. But they are all facets of a single basic idea, the Federation's mission: to raise salesmanship to the status of a profession and to interest more and better people in making selling their career.

This is the touchstone for the "new" Federation, the yardstick against which our plans are to be measured. Our success in the future depends upon the degree to which we can translate this mission into specific objectives, and translate those objectives into action.

Paul Hoffman

When Paul C. Hoffman was unanimously confirmed by the Senate as Economic Cooperation Administrator of the European Recovery Program he stepped into one of the most influential jobs in the world.

In his new post, which carries cabinet rank, the 57 year old president of the Studebaker Corporation is charged with carrying out the broad grants of power given him by Congress. In addition to directing the E.R.P. he will have authority over the \$338,000,000 economic aid program for China. He will decide what projects the United States will underwrite, and what percentage of the aid will go to each of the 16 participating countries. With a roving ambassador in Europe, he will direct the working out of agreements with the participating nations.

Mr. Hoffman's record as a salesman and top-flight executive fits him well for his new task.

Born in Chicago in 1891, Paul Hoffman attended the University of Chicago for one year. In 1908 he left college to take a job with the Chicago Studebaker sales agency, and has been a star salesman ever since.

He left Chicago in 1909 for Los Angeles as a dealer salesman. During the next few years he gained the reputation of being able to sell more Studebakers than any other man. He was made sales manager of the branch in 1915, and in 1917 became branch manager of the district. During the first World War he served for two years as a lieutenant in the field artillery.

He returned to Los Angeles in 1919 and bought the local Studebaker agency, serving as its president until 1925. He then moved to South Bend, Ind., where he was made vice president in charge of sales for the Studebaker company.

When the company went into receivership in 1933, Mr. Hoffman was named as receiver and trustee. Living his philosophy about the place of selling in business, he immediately launched an extensive advertising campaign to tell the country that "Studebaker carries on." So successful was Mr. Hoffman's program that in 1935 the receivership was lifted. At that time he was advanced to the

(continued on page 6)

Convention

...1948

IT WILL SHOW NFSE MEMBERS HOW
TO BOOST THEIR NEXT YEAR'S SALES



THOMAS J. WATSON is honorary committee chairman.

Thomas J. Watson, president of International Business Machines, is widely known as "the world's greatest salesman."

He is just as widely known for his work toward peace and his belief in internationalism. His slogan, "World Peace Through World Trade" is certainly one of the most famous in the world.

It is, therefore, fitting that Thomas J. Watson be honorary chairman of the 1948 NFSE Convention Committee, for the theme of this Convention is "Selling Our Way to World Peace." Federation members can be justly proud of the fact that Mr. Watson has accepted the post.

Mr. Watson started his business career as a bookkeeper, but in two months took a job as a salesman in Painted Post, New York. Two years after that he went to Buffalo, selling for the National Cash Register Co. He stayed with that company for fifteen years, serving as manager of the Rochester branch, special representative, and general sales manager.

In 1914 he became president and director of International Business Machines Corporation, when it was

known as the Computing-Tabulating-Recording Company. Although the company was in serious financial straits when he took over, Mr. Watson was soon able to show a profit. IBM has been showing a profit ever since.

Thomas Watson has long been associated with the New York Sales Executives Club. At the club's fifteenth anniversary in September of 1947 he was presented with a solid silver plaque. At that time Mr. Watson said:

"World peace and stability will be strongly influenced over the next decade by the example of economic prosperity and stability attained in this country. Salesmen and sales executives have the opportunity of contributing in a very substantial way toward the realization of this objective."

Working directly under Mr. Watson are the three co-chairmen of the Convention Committee: Red Motley, president of Parade Publication; Gene Thomas, sales manager of WOR; and Frank Head, vice president of United Cigar-Whelan Stores.

The program which they have de-

veloped will answer the question "Where Are Your Salesmen Coming From?" It will cover the facts needed for "Planning Your Sales Program for 1948-1949." It will present a plan for "Preparing the Sales Staff for All-out Selling."

An outstanding feature of the three day "idea-packed" Convention will be its extensive use of skits and dramatizations to show how particular companies have met specific problems in selling and merchandising. The Norton Company, Worcester manufacturer of abrasives, will tell the complete story of how they introduced and marketed a new product.

Stephen A. Douglas, director of sales promotion for The Kroger Company, will show his company's elaborate presentation on staging a sales meeting. Another highlight will be the dramatized report on the cooperative retail training program developed by the merchants of Wichita, Kansas. The Committee is lining up a merchandising novelty devised by the United Fruit Company featuring Monica Lewis as the now famous Chiquita Banana.

A Creed

*I subscribe to this Sales Manager's Creed,
prepared by the NATIONAL FEDERATION OF SALES EXECUTIVES,
which I believe to be in the best interests of American Business:*

The Creed for the profession of selling is now available.

Representing almost three year's work by Paul Heyneman's Employment Standards Committee, it will prove to be one of the Federation's most important contributions to selling and sales management. It is

printed in two colors, rust and black, on a heavy vellum paper, 11 by 15 inches. Based on a format worked out by the art director of American Type Founders, the Creed is designed for framing.

The original conception of the Sales Manager's Creed resulted from the Federation's concern over discontent among salesmen, expressing itself in the steady growth of salesmen's unions. When Mr. Heyneman accepted the chairmanship of the Employment Standards Committee he had little more to work on than the Federation's desire to investigate salesmen's grievances.

The committee's first step was to formulate a working definition of the word "salesman"; they finally agreed it should mean "a person who *persuades* people to meet a need through the purchase of a given product or service." By so restricting their definition they eliminated from consideration all of those who are called "salesmen" merely because their work gives them a chance to write orders.

Each committee member was then asked to make an independent analy-

sis of employer-salesman relations in his own territory. A ballot covering thirty major phases of salesmen's working conditions was devised for polling the members of the Federation's affiliated clubs. The balloting of club members indicated an extremely uniform point of view throughout the country, extending even into the smallest clubs. It was clear, therefore, that the figures had a high degree of authenticity.

The basic standards which emerged from committee member reports, from the balloting, and from the committee's research were then incorporated into the Sales Manager's Creed, which has been formally adopted by the National Federation of Sales Executives.

Early in the committee's history it was decided to eliminate all discussion of the labor union phases of its subject. This action was based on the belief that "the only fundamentally sound method of forestalling the unionization of employee groups is to modify or remove the causes of friction." Throughout the committee's work, however, the prob-

(continued on page 6)



PAUL HEYNEMAN is chairman of the new Employment Relations Committee.

CLUBS

FEDERATION CHARTER for the Portland Sales Manager's Association is here presented by Executive Director Bob Whitney. Richard T. Crake (center), vice president of the club, and Claude F. Palmer (right), president, received the charter of affiliation from Mr. Whitney. Other clubs which were visited by Bob Whitney on his recent swing around this country and Canada included: Kansas City, St. Louis, San Diego, Los Angeles, San Francisco, Seattle, and Vancouver. He addressed regular meetings at most of these clubs, and everywhere found interest in the "new" Federation. As a result of meetings with leading sales executives, several new clubs are being started in the northwest and Canada.



FOR SAM VINING, selling is fun. To the 1200 Los Angeles sales managers and salesmen who turned out at 7 A.M. to hear him, Mr. Vining was fun. Speaking on the human side of selling, Mr. Vining was a sensation at the 10th Annual Salesmen's Testimonial Breakfast of the Los Angeles club. A caustic critic of scientific selling, Mr. Vining maintains that to sell to the generally unscientific public, the human approach is by far the most effective. As shown in this photograph, Mr. Vining made every effort to get as close to his audience as possible.



LIFE MAGAZINE receives the thanks of the Milwaukee Sales Managers Association for its recent presentation, "The New America." In this picture Mr. Brosnahan (left), LIFE representative is shown with several directors of the Milwaukee club. "The New America", which will be shown to audiences throughout the country, has been called one of the greatest marketing stories ever told. Using equipment worth \$100,000, the presentation shows America's almost limitless resources and production genius. Over 20,000 miles of American scenes are projected on the 40 ft. screen.

CLUBS (cont'd)

KANSAS CITY — The Advertising and Sales Executives Club of Kansas City, Missouri, inaugurated on April 14 a weekly radio program called "Inside Story."

Developed by the Club's Radio Committee under the chairmanship of James Coy, the program will be broadcast each Wednesday evening at 7:15 o'clock over station KCKN. Each of the programs features one particular phase of the activities of a Kansas City industry.

Although the Kansas City Club is confident that the program will have a wide audience, they have devised an added attraction and incentive to listen in. Station KCKN makes eight telephone calls per day to persons selected at random from the Kansas City directory. If the person called answers "KCKN", he or she receives that station's jackpot. The pot is built up a dollar at a time, and one week reached \$73.00 before the correct answer was given. Arrangements were made with the manager of KCKN to make one telephone call during the Club's program, and the party called has a chance to win not only KCKN's jackpot, but also valuable prizes offered by Club members.

LUBBOCK — The Lubbock Sales Executives Club is the latest addition to the steadily growing Federation. Under the presidency of W. D. Rogers, Jr., the Lubbock organization became the eighth Texas club to be affiliated with NFSE.

OKLAHOMA CITY — With Al Schindler, Red Motley, Dwight Thomas, Gene Flack, Jack Lacy, A. T. Danielson, and George S. Jones, Jr., all on the program, the 18th Annual Southwestern Sales Executive Conference could not have helped being a success. Sponsored by the Sales Executive Club of Oklahoma City, the Conference was held April 23rd and 24th at the Skirvin Tower Hotel. Harry Canup served as general chairman of the Conference, while John Wolf took charge of the publicity campaign. As part of the promotion for the Conference, sales managers in the Southwest received a red feather, a mirror, and a lucky wishbone, all pointing up what they would miss if they did not attend the two day session.

COMMITTEES (cont'd)

lem of unionization of salesmen constantly recurred. Mr. Heyneman's committee coordinated this information and presented it before the NFSE's Annual Distribution Conference in 1946. Last month it was made available to all Federation members through reprints of two articles, "Look Ahead, Lest Salesmen Duplicate Foremen Problem!" and "What It Takes to Keep Salesmen Loyal" which Mr. Heyneman wrote for "Western Industry" magazine.

Paul Heyneman has also incorporated this material in a talk which will be given before many affiliated clubs when he comes to the convention in June. In discussing the unionization of salesmen Mr. Heyneman says:

"A large segment of our army of salesmen undoubtedly do represent management, and perhaps others should. However, any sales manager who leans on this as his only defense against unionization is barking at the moon.

"The question as to whether unions will make inroads into the ranks of our salesmen will largely depend on whether our profession of sales management is willing to fight an aggressive battle — not against unions, but against anti-social, unfair, or unwise practices within our ranks."

To help insure that sales management does take the initiative before unions develop organizing momentum, Mr. Heyneman has accepted the chairmanship of the new NFSE Employment Relations Committee. The committee, with a member from each club, will work to sell the Creed to sales managers and employer groups throughout the country. The committee's ultimate goal is to have a framed copy of the Creed hanging in every sales manager's office throughout the country, and to bring about the adoption of a resolution endorsing the Creed by industry groups.

Sales managers who are looking ahead, who wish to take a leading part in raising the standards of the profession of selling will want the Creed for their office.

Unframed copies may be ordered direct from the National Federation of Sales Executives, Gothic Suite, Hotel Shelton, New York 17, N. Y. Single copies sell for 25 cents each. In lots of one hundred or more the cost is \$19 a hundred.

PEOPLE (cont'd)

presidency of the first company in automotive history to come out of receivership under its original management.

Since taking over the presidency of Studebaker, Paul Hoffman has been extremely active in national and world affairs. He has been chairman of the Committee for Economic Development since its birth in 1942. As such he is well known to Federation members. He addressed the NFSE Annual Distribution Congress in 1946, and in 1947 he spoke before the New York Sales Executives Club. At that time he told NFSE members that:

"The time to prepare to fight a depression is before it starts, so right now is the time for you to sell top management and boards of directors on the soundness of a reasonably stable program of sales and advertising expenditures. It will be too late when some unforeseen incident precipitates the type of hysteria we experienced after the stock market crash of 1929.

"Make your plans now and get an agreement on sustained advertising and selling. The scores of thousands of executives who planned and worked to take up the slack of demobilization of 20,000,000 war workers and 10,000,000 soldiers, and who helped create 60,000,000 jobs without government guarantees or other socialistic expedients, can help prevent the next depression — and I believe that they will do their full part."

Mr. Hoffman first learned about his nomination as Economic Cooperation Administrator while enroute from Japan. He had been to the Far East with a group of businessmen and government representatives, surveying Japan's occupation and recovery problems. His other government assignments included service on the President's advisory committee on foreign aid, the so-called Harriman committee, which recently measured how much European aid the U. S. could afford.

Mr. Hoffman is stepping down from a \$96,000 job to take one at \$20,000. He puts it this way, "I just didn't know how to say no. The main reason that I couldn't turn the job down is because it may be an opportunity to put up a fight for peace."

WASHINGTON LETTER

State Sales Taxes

Groups in Congress are trying to protect sales-tax States from the competition of states that either don't tax at all or have lower rates. One such bill, covering cigarette excises, was reported by the House Ways and Means Committee. Anybody shipping more than a carton to a consumer in a state without taxes must report to newly appointed U. S. Tax Administrators.

Administration officials think that the bill, if enacted, will inspire others covering additional products. Federal protection against the competition that local sales taxes invite, they add, would accelerate the trend toward excises. On the other hand, House Committee members largely favor this method of taxation.

Liquor Ads

The Senate Interstate Commerce Committee will take a hard slap at liquor ads and, perhaps, report a bill restraining them. The bill isn't intended for enactment and won't be pressed. But Senators get complaints and for the record want to do something.

The bill that looks like the favorite makes practically every promotion appeal that liquor companies use "misrepresentation": social prestige, use by sportsmen, home atmosphere, etc. The Senators are responding to complaints that the companies slant their ads to adolescents.

Postal Rates

The Post Office has asked Congress for increased rates: Post cards, 2¢; periodicals other than neighborhood papers and religious, educational, etc., publications, up 1¢ to 1½¢ a pound; third class mail (catalogs) increases from ½¢ to 4¢; parcel post, charges from 15¢ to 25¢ a pound instead of the present 8¢ to 16¢ range; COD Service 22¢ to \$1 instead of 15¢ to 60¢ as it is now.

Chairman Rees of the Post Office Committee thinks the rises are too stiff and prefers more modest ones. However, hearings on the proposals are being prepared.

Sales Agents

House Ways and Means Committee has published all of the basic documents distinguishing employer-employee from outside contractor relations as they relate to sales agents. Included are the Revenue Bureau's original ruling covering various salesmen under Social Security and last spring's Supreme Court decisions. Sales

executives can get the pamphlet by writing Government Printing Office and asking for "Proposed Treasury Regulations Governing Employer-Employee Status for Social Security Purposes - Basic Documents."

Drug Directions

The Federal Trade Commission is modifying some of its orders to include "Caution, Use Only as Directed" in advertisements on drugs with harmful ingredients. This applies a policy inaugurated last fall not to require disclosure where harmfulness is not proved. But manufacturers are cautioned not to anticipate the FTC in dropping their warning notices: if they do, they are in violation.

While FTC has let up with respect to this type of disclosure, it has tightened its rules that drug ads must not promise beyond performance. In an order to American Diet-aids Co., it insisted that the advertisements say, not merely that its product cures headaches caused by iron deficiency, but also that it won't cure other headaches.

FTC lawyers want to press this policy. They are not sure that they can do so with respect to products other than food, drugs and cosmetics, which are named in the statute.

Population Forecast

The Bureau's "Forecasts of Population of the United States 1945-1975", available at Government Printing Office at 45¢ looks to a gradual aging of the population. Among implications: a larger proportion of childless families puts apartments at a premium over suburban homes. The equipment that goes with a backyard, a playroom, etc., will have a narrower market.

Advertising Decision

The Supreme Court, in Donaldson vs Read Magazine, gave the Postmaster General power to deny mail privileges in fraudulent promotions. The fraud consisted of promoting a puzzle contest whose entry costs were higher than quick reading of the ads indicated. Actual costs had been described accurately in the advertising, the Court acknowledged, but with insufficient emphasis to insure against misleading. Advertising as a whole, said the Court, may be misleading though every sentence is true. The Post Office lawyers have not yet indicated what they will do with the opinion. It is sufficiently powerful to force editing of a good deal of ad copy.

RED MOTLEY promises: "The program for this Convention is built around men who will tell you how to get the most out of your sales force!"

GENE THOMAS says: "You'll go back from this Convention equipped to handle any output your factories can produce!"

FRANK HEAD states: "The merchandising side of our program includes some of the most successful ideas of our time!"



RED MOTLEY is president of *Parade*.



GENE THOMAS, sales manager of *WOR*.



FRANK HEAD, United Cigar-Whelan

National Federation of Sales Executives
Hotel Shelton
New York 17, N.Y.

SEND THIS IN TODAY!

Please place the following reservations:

...**(Number)**.... Complete Reservations, including ALL SESSIONS

Three Luncheons, One Dinner and One Banquet \$50.00
Members of NFSE \$45.00

Enclosed is check for \$..... made payable to the 1948 NFSE Convention.

NAME.....

ADDRESS..... CITY..... STATE.....

CLUB..... COMPANY.....



How Do-ALL's School Program Lays Ground Work for Industrial Sales

As told by **L. R. ROTHENBERGER** • General Sales Manager, DoALL Co.

Through a well organized plan for reaching young shop students and their instructors, DoALL Co. is creating familiarity with its machines among buyers of tomorrow's factory equipment. In use are films and a correspondence course.

People tell us that wherever they go they find DoALL equipment—in universities, colleges, technical institutes, high schools, even reform schools. That is true. Almost every institution where shop work or manual training is taught will have some of our equipment. It seems to us that we are forever being asked one question:

"How do you get into so many schools?"

The answer is simple: "*We sell them.*"

However, it isn't quite as simple as that. The DoALL Co. gives a discount of 10% to all nonprofit institutions teaching shop work. That is not a big discount, but it helps. We feel rather strongly about the schools.

The boys in them are the shop owners and workers of the future, for the schools are educating a new generation of tool-skilled men.

We also cooperate with schools by

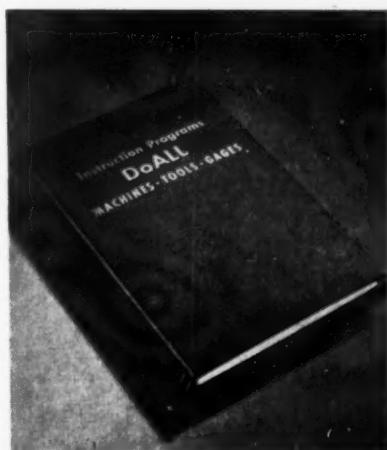
instructing the teachers. They can attend our training school to learn the fine points of handling our equipment; or our salesmen will go to the school with one of our demonstration trailers on which the desired machine is mounted, plug into a switch to get power, and show how the machine works. If it is purchased, he will remain to give careful instruction on how to operate and maintain the machine for maximum efficiency.

Scientific advancement has gone a long way in the past few years in developing multi-purpose machines. In the past a milling machine did the milling, a shaper could only do shaping operations, and a lathe could only do turning. Today the contour saw can do all of these, plus broaching and filing, and a variety of other jobs—if the operator is properly taught. And it can do them faster and at lower cost.

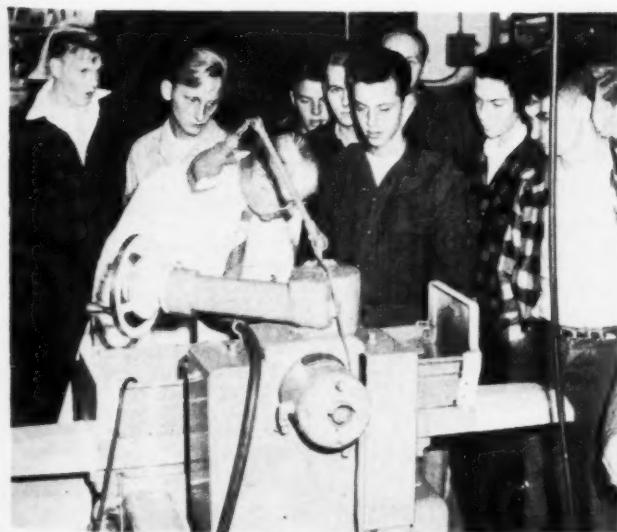
The basic point to stress in edu-

cating workmen to use the contour saw is that it cuts directly to the layout line; it does not remove stock in chip form; it cuts away the whole part to be removed with a minimum of waste. It is economical to use, cutting all the time with no back stroke, and you can buy a saw blade cheaper than you can a broach or a lathe tool.

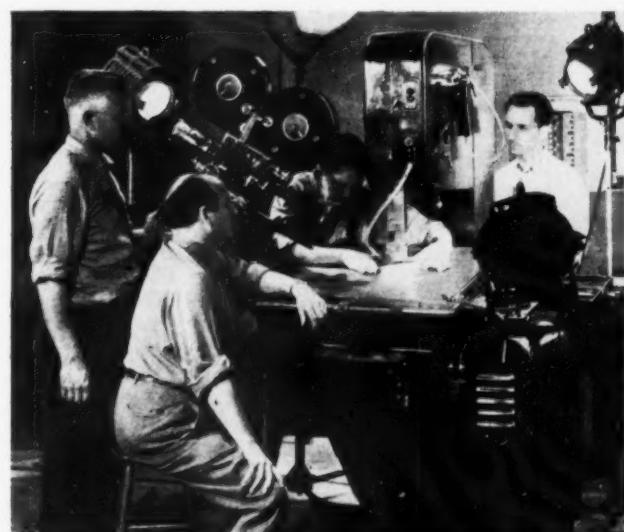
To tie in with our education program, we established, some years ago, the DoALL Technical Institute, Des Plaines, Ill. We then found we



HANDBOOK: DoALL Co. teams its tools for machine shops with instruction books.



FUTURE BUYERS: Impressionable youth soak up product knowledge and brand awareness. DoALL teaches in terms of benefits for users.



MOVIE MAKING: Films for schools play a key part in DoALL's promotion to youth. They reduce time needed for effective training.



Our *40th*
is our **FINEST**

FOR 40 YEARS . . . Remington Rand has been THE source of major punched-card developments. That's why our anniversary line of punched-card accounting machines is the finest available anywhere today.

For example: the new Alphabetical Tabulator and Summary Punch shown above. It's the only punched-card accounting machine that prints letters and numbers anywhere on a report—a hundred on each line if desired—at a hundred lines a minute. And it punches summaries of your business figures into tabulating cards . . . at the same speed . . . the instant they're printed on your reports.

It's typical of Remington Rand pacemaking . . . pacemaking that, in the past 40 years, has contributed these and many other punched-card advances:

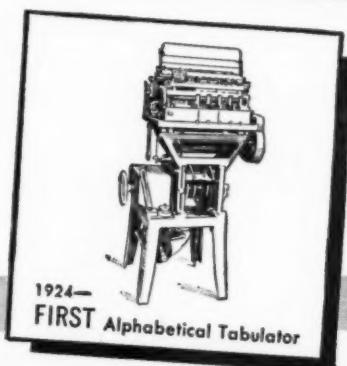
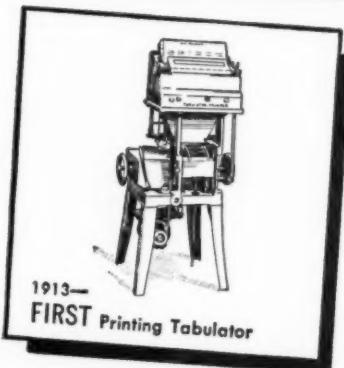
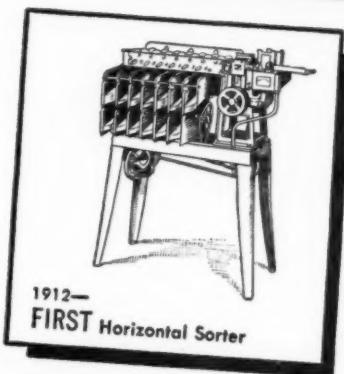
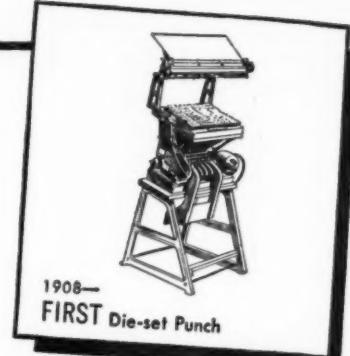
- FIRST Instantaneous Summary Punch
- FIRST Synchro-Matic Punch and Bookkeeping Machine
- FIRST Reproducing Punch
- FIRST 90-column tabulating card
- FIRST Alphabetical Interpreter
- FIRST Automatic Carriage
- FIRST Interfiling Reproducing Punch

And, with 40 years of outstanding progress behind us . . . with the greatest production and research program in our history now in full swing—Remington Rand offers assurance of continuing leadership.

We'll gladly send full information about punched cards as applied to your type of business, to your particular problems. Just write Tabulating Machines Division, 315 Fourth Avenue, New York 10, N.Y.

Remington Rand

FOR 40 YEARS . . . PUNCHED-CARD PACEMAKER





REMINDER: Large size calendars have a place in DoALL's long range promotion to future industry buyers.

needed a complete set of instruction books. So, with the aid of our technical men, we compiled and published them. More than 75,000 have been distributed as textbooks for students in schools and operators in plants; more than 20,000 to instructors.

Three of our textbooks, used generally in schools and available for use in plant training, are titled, "DoALL Contour Saws," "Instruction Programs, DoALL Machines, Tools and Gages," and "Quality Control with DoALL Gages and Gage Instruments."

The book called "DoALL Contour Saws" runs more than 400 pages. It is well illustrated with photographs and drawings showing equipment, its uses and possibilities, techniques and applications. Contents are discussed under eight chapter headings with many subheads.

In using these texts in classrooms, a wide variety of demonstrations are employed. Among them are demonstrations in butt welding, setup and operation; demonstrations on a wide variety of attachments and maintenance. The theory is that retention is better and faster if the student can "see" as well as "hear" the lecture. It gets him closer to the story. It has worked well in peacetime instruction as well as for the wartime training.

During the war the Government sent us a distress call asking for help.

Trained men were needed in both the Army and Navy. We set up a cramming school which turned out a first-class operator in four or five weeks. This was known as the DoALL Trade School.

To speed up the course, motion picture films were employed extensively. DoALL made them at the request of the United States Office of Education. Early in the war educators became convinced that films

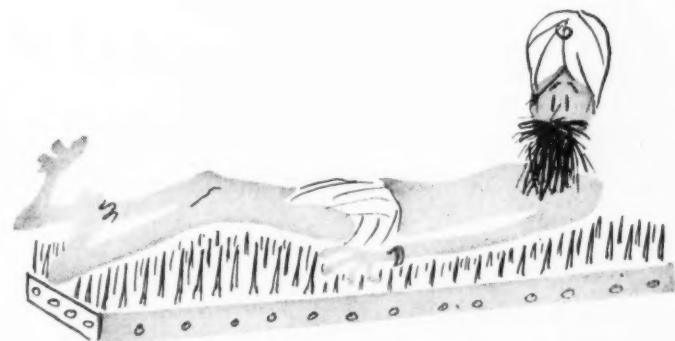
were the most effective means of speeding up training. One film was titled, "The Versatile Contour Saw," the other, "Sawing an Irregular Internal Shape." They primarily taught operation and maintenance.

We assisted in turning out, in a brief time, hundreds of competent shop workers for the Armed Forces. We know that many of these men returned now to civilian life are working with our equipment and teaching others to use it.

Examining the past, we find that during World War I hardly a plant, if any, had gage blocks, and they were needed if parts were to be made to fine tolerances. Before World War II was far advanced, practically every plant doing close measurement work had the finest gages. These made possible machining of parts to an exactness of 1,000,000th of an inch.

Precision machining also gave us weapons for turning back the submarine menace and made possible the construction of fighting planes and bombers in mass quantities. Gages, so finely machined and finished that their exactness is beyond the conception of the ordinary layman, made a record in the war that can hardly be told in words.

The basic information needed to make proper use of gages and inspection tools is now available to all schools training students in this highly specialized art. It is contained in a textbook written by Robert J. Wilkie, brother of the founder of one of the co-owners of the DoALL Co.,



WHAT! NO SPIKE-SLEEPERS?

No—because we'd rather help sell new mattresses instead. Better Homes & Gardens editorial content—100% service articles on better living—screens out the folks looking for stunts, screens in over 3,000,000 prosperous husbands and wives whose big interest is home and whose big income goes for things for home and the family. Are you getting your story to them?



AMERICA'S FIRST SERVICE MAGAZINE

and John A. Harrington, chief engineer.

As a part of this educational program, DoALL has placed thousands of reply cards in the hands of inspectors and foremen in plants throughout the country. They can have, without charge, a complete correspondence course consisting of eight books. Under a general heading, "Science and Measurement," each book carries a subheading: Inspection and Care of Gage Blocks; The Uses of Gage Blocks; Accessories of Precision; Measuring to a Millionth with Optical Flats, and

so on. The last book in the series is, "The Mobile Inspection Unit and How to Set Up a System."

One of DoALL's problems in selling stems from the fact that many of its machines are comparatively new. Their applications are new. We had, somehow, to teach key men, who in turn would teach the young men who would grow up and go into plants and spread the knowledge of our new equipment and tools. It takes time to qualify a workman to do such things as three-dimensional sawing in metals, woods, plastics. It has never been done before.

Hundreds of thousands of men today, many of them more or less hobbyists, have home shops in basements, attics or garages. Of these, quite a large number are men who do not have to shave the costs of their hobbies. They'll spend to get what they want in equipment. DoALL wants to reach these.

Selling Hobbyists

To gain their interests and attention a booklet was compiled titled, "Make Money in Your Own Shop." It can be obtained on request without cost. It opens with a chapter headed, "What Others Have Done," telling how Henry Ford started out in a tiny shed in about 1890; how Cyrus Hall McCormick began in a blacksmith shop in 1831, and ran it into what today is known as International Harvester Co.; how Thomas A. Edison conceived the idea of the incandescent light and made his tiny shop the forerunner of General Electric Co.; how John Deere, a country blacksmith, gave the world the plow that opened the Middle West and boosted it into an industry of world-wide importance; how Henry and Clem Studebaker, beginning with cash assets of only \$68 and two forges, laid the groundwork for the Studebaker Corporation's empire.

It also tells how J. C. Wilkie, in 1912, started business in a small shop in Winona, Minn., devoted to repairing machinery; how he developed the Wilkie Marine Engine and how Leighton, his oldest son, invented and produced the world's first contour saw and the more than 50 other machines and tools the DoALL Co. now produces and sells.

DoALL suggests that the great industries of tomorrow may be starting now in the cellars and garrets of the Nation, utilizing new equipment and technical information to gain their place under the sun.

These are the reasons why our salesmen emphasize education. We sell through teaching. We have more than 60 trailers to carry demonstration units to all schools where vocational pursuits are taught, and to plants interested in our equipment. We believe that every factory that buys our machines, and every man who learns to use them, becomes a salesman for DoALL equipment.

We stress the fact that with DoALL they can do a greater variety of jobs better, faster, and cheaper than with older type equipment. Thus, through education in factories, plants, shops and schools we create a whole series of buying motives.

YOU-
multiplied 128,619 times!

- TO BE FED
- TO BE CLOTHED
- TO BE PROVIDED WITH
ALL SORTS OF
GADGETS!

THAT'S THE LAWRENCE MARKET

In the busy and prosperous trading area centered by Lawrence, Massachusetts there are 128,619 people having the same daily needs and wants that you do. They require being comfortably housed, fed, transported, and amused. They indulge in the same luxuries and hobbies you do.

The average income per family in the Lawrence area is \$3,728.00. In Lawrence alone the estimated buying income is \$99,067,000.00. It is much greater for the Lawrence trading area. Those 128,619 persons constitute a vital, active group — a real market.



Promotion

Request Study

New England Newspapers Advertising Bureau has come up with a 108-page booklet, "New England Market," which it is sending out because of many requests from advertising agencies and manufacturers for a single handbook covering, in condensed form, the New England regional market and its daily newspapers. The booklet contains important market data with a breakdown of each membership newspaper's circulation and the market which it serves. You'll find annual sales for stores in 10 categories and the minimum and maximum line rates for each paper. A. G. Glavin, New England Newspapers Advertising Bureau, 516 Statler Office Building, Boston, 16, Mass., will supply copies.

The Outdoorsman

Through a series of monthly reader studies *Outdoorsman* magazine (Chicago) is building a file of market data on the outdoor fields which have not been available or existent until now. The first of the series has been completed: "How America's Outdoorsmen Will Spend Their 1948 Vacation." The folder reports where they'll go, when, how many in each party, method of travel, where they'll stay, etc. Second of the series will dip into boat ownership, use and buying habits and plans for 1948 purchases. Other studies slated: hunting dogs, guns and ammunition, camping, fishing tackle, clothing, and five additional subjects not yet chosen. (*Outdoorsman*, 814 N. Tower Court, Chicago, 11.)

Conventions . . .

Planning one? Then you'll want to see "Depictor," a convention booklet prepared by and available from Edward Stern & Co., Inc., (Sixth and Cherry Streets, Philadelphia, 6). "Trade Conventions," says the booklet, "are the show windows of American business." It then lists the objectives of a convention, runs an article by Minita Westcott, president, American Trade Executives, on "What Conventions Accomplish for Business."

Someone's in the Kitchen

The (Chicago) *Times* is releasing its Pantry Poll No. Eight, for which research was conducted by the Northwestern University School of

Journalism. This report on the continuing study of grocery brands among 400 representative families in the Chicago market contains the findings of the survey made in December, 1947. Copies are available from M. G. Barker, promotion director of the newspaper.

Home of the Cod

The Continuing Study of Transportation Advertising, conducted by The Advertising Research Foundation in cooperation with National Association of Transportation Advertising, has turned the spotlight on Boston. All phases of transportation advertising are covered: Charts show patronage by sex, age, and rental group, the technique of the study is explained in detail. The formula used, how the sampling was arrived at, and maps of the city are provided for careful study of the report. Advertising Research Foundation, Inc., is located at 11 W. 42nd Street, New York.

Economics Made Easy

How can an individual company tackle the problem of explaining the American economic system?

Shell Oil offers an example. It is now issuing to its employes and to the general public its booklet, "Pete is a Prime Mover." "Pete" is short for petroleum.

The title sets the pace for this informal 52-page, pocket-size booklet explaining the ABC's of economics in drawings and short text. The booklet also talks about "Pete's" two team mates, "Bill" for steel billets and "Reddy Kilowatt" for electric power.

Why does Shell issue this booklet? According to H. L. Curtis, assistant to the president of Shell, "the recent course of events has convinced many businessmen that they have done a better job of selling their products and services than of 'selling' an understanding of the business system itself."

Copies may be obtained from the Public Relations Department, Shell Oil Co., Inc., 50 West 50th Street, New York City 20.

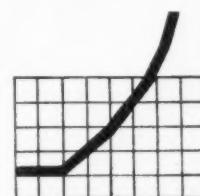
**COOL
ALL NIGHT!**

Guest-controlled
air conditioning
...noiseproofing
...and a radio
in every room!

**COOL
ALL DAY!**

HOTEL
Mayfair
ST. LOUIS

THE CHEMICAL MARKET AUTHORITY
SINCE 1871



OPD

READERSHIP IS ZOOMING

HERE'S WHY!

NEWS FORMS CLOSE

4 PM FRIDAY

— PAPER DELIVERED

MONDAY AM

OVER 11,000 COPIES

To People who BUY Chemicals
and related materials

No Chemical business is fully exposed to buyers on Purchasing Boulevard when its ad misses an issue of OPD.

Make sure OPD gets all the news you want chemical buyers to know about your products, prices, facilities and personnel.



Oil, Paint and Drug Reporter

Schnell Publishing Co., Inc.
59 John Street, New York 7

Cleveland 22
H. G. Seed, 17717 Lorain Blvd., Long. 0544

Los Angeles 14
The Robt. W. Walker Co., 684 S. Lafayette
Park Pl.,
Drexel 4388

San Francisco 4
The Robt. W. Walker Co., 68 Post St.
Sutter 1-5568

The fastest market service in chemicals purchasing for 1948. Every week's roundup of chemicals news from seller to buyer in One Business Hour.

IGA's Spring Campaign Exploits National Brands in 5,000 Groceries

Based on an interview by Lester B. Colby with
J. FRANK GRIMES • President, Independent Grocers Alliance

Long noted for its promotion of private brands, the Independent Grocers Alliance ties in with *Life* to give national brands five star backing in a two-week test. It's a bid for volume sales through lower sales costs in a buyers' market.



Independent Grocers Alliance, the Nation's biggest voluntary chain with approximately 5,000 outlets, this spring held a two-week sales drive starting on April 8 to promote the merchandising of national brand foods and allied items "as advertised in *Life*." IGA, like many other chains, over a period of years has often featured promotions of private brands. In announcing the "deal," which was made possible by special arrangement with *Life* magazine, to its wholesalers, IGA pointed out:

"It is estimated that 26,000,000 persons read *Life*; that approximately one out of every five persons walking down the main street of your town is a reader of the magazine; that the national advertisers whose goods were to be featured in the drive invested about \$11,000,000 in *Life* advertising; that one food packer alone is investing more than \$1,000,000 this year in the publication's display space; that a similar promotion the Kroger chain and *Life* held last fall upped that chain's sale by 52%.

"We believe that now is the time to go after volume," said J. Frank Grimes, president of IGA shortly after the campaign got under way. "The economics of the country are such that conditions are uncertain. With pressure on the consumer because of high taxes and higher costs, we must attract more customers. We believe that tieing in with *Life* means that we can get retailers, sales personnel, and wholesalers excited. It means that two large organizations, *Life* and IGA, are putting together brains and ability.

"We think that this kind of cooperation is bound to bring increased volume to IGA stores, and that means they can keep the percentage of their operating costs down in proportion of sales.

"This sale is the second in a series of four special springtime drives for more business. The four

OVER WIRE BANNER: The IGA promotion made skillful use of poster technique in exploiting brand names on banners strung throughout all its member stores over wires.

announcement

GROCERY STORE INVENTORY OF SAN FRANCISCO BAY AREA MARKET . . .

...is now sponsored

exclusively by The San Francisco Examiner.

This is a complete monthly survey of sales of the principal grocery store products, store distribution, and product inventory—by brand names—for the San Francisco metropolitan area.

It is available through Hearst Advertising Service.

SAN FRANCISCO EXAMINER



are: The Magic 9 sale in March; the "As Advertised in *Life*" sale in April; the Expansion Sale in May; the Price Jamboree in June. The Expansion Sale celebrates the addition of hundreds of new IGA stores this spring and summer. We expect to have 5,500 stores by June 1."

Shortly after mid-March *Life* point-of-sale material to be used in the 5,000 stores was shipped. This consisted of the following items:

1. *Life* cover blowups in two sizes, 30x40 and 18x25 inches, to be placed in side or front windows.

2. Fifty arrow shelf tags, white lettering on a red background, "As Advertised in *Life*," to be placed on shelves just above the items.

3. Fifty three-inch and 50 two-inch package stickers to be fixed to packages in displays.

4. Over-wire banners, advertising leading items, in quantities sufficient to permit putting up four or five rows across each store.

5. Easel cards advertising a large variety of items for use on mass displays.

6. Display pieces, to be used at the ends of islands, along shelving and other spots about the stores.

7. Window posters, for front window displays.

"We believe that now is the time to go after volume," declares J. Frank Grimes (left), president, Independent Grocers Alliance, with Bee Strawway, food merchandising manager, *Life* magazine. "As costs go up it follows that the store operator needs more volume."



8. Copy of newspaper advertisements or handbills to be put up in windows, at the checkout counter and around the store.

A follow up to wholesalers late in March said:

Follow-Up

"It is recommended that supervision activities from March 29 to April 7 be confined to contacting IGA retailers, explaining the importance of the *Life* campaign, and the excellent opportunities for sales volume; also, to buoy up the floor salesman, the butcher, the checker, and so on, and make sure that every detail concerning the placing of all advertising material and displays is properly planned. Assign duties to each person in the store so the job can be quickly done."

Both over-wire hangers and easel cards were used to promote the sale of the following: Hi-Ho, Palmolive, Camels, Armour canned meats, Seven-up, Hunt's tomato sauce, Grape-Nut wheat meal, Durkee margarine, Canada Dry, Campbell Soup, Morton's salt.

Over-wire hangers were used to advertise these products: Libby tomato juice, Old Golds, Ritz, Swift's products, Spry, Rins, Life-

buoy, Borden's Chateau, Shinola, Sunsweet, Sanka, Maxwell House, Coca Cola, Beatrice Foods, Wheaties, Gold Medal flour, Florida citrus juice, and Wilbert's No-Rub.

Easel cards were used for: Royal Crown, Pepsi-Cola, Eagle Brand milk, Instant Maxwell House, Aunt Jemima, Pillsbury pancake mix, and Sitroux.

Window posters carrying the *Life* slug were posted for the first week as follows: Sani-Flush, Del Monte prunes, and Morton's salt. At the end of the week these were taken down and the following were used: Contadina tomato paste, Johnson's Glo Coat, Johnson's Wax, Maxwell House coffee, and Del Monte peas.

The items listed to be identified or referred to in any way as "Advertised in *Life*," by classifications were:

Food Products: Armour canned meats, Armour Star bacon, Armour Star ham, Aunt Jemima pancake flour, B. & M. beans, Beatrice Foods, Borden's (all products), Borden's cheeses, Borden's Eagle Brand milk, Campbell's soups, Contadina tomato paste, Del Monte products, Durkee foods, Fritos, General Mills products, Grape Nuts, Giant Green peas, Hunt's tomato sauce, Kraft cheese and mayonnaise, Libby's Dark



HOOPER

shows
WHBF
 Leading Daytimes
 in the QUAD-CITIES

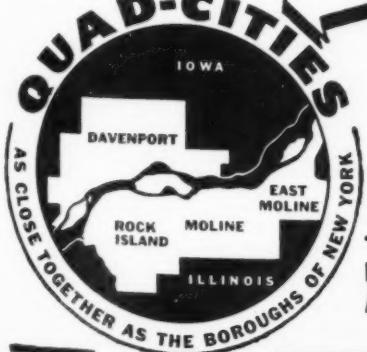
OCTOBER - FEBRUARY HOOPER FALL - WINTER REPORT

	MORNINGS	AFTNOONS
WHBF	53.5%	36.0%
Station "B"	20.2%	21.1%

(% of sets in use)

Yes, WHBF **delivers** the daytime audience in the Quad-Cities—the largest market in Illinois and Iowa outside of Chicago—over 200,000 urban population—four cities nestled together forming one market.

Located 180 miles from Chicago
 —250 miles from St. Louis—
 325 miles from Omaha—345
 miles from Minneapolis. No
 outside station adequately cov-
 ers the Quad-Cities.



AM WHBF FM
 5 Basic ABC
 5 KW-1270 KC

Les Johnson, V. P. and Gen. Mgr.
 Affiliate of Rock Island Argus



Avery-Knodel, INC.
 RADIO STATION REPRESENTATIVE

Brown beans, and fruit cocktail, Morton's salt, Niblet's Brand corn, Pillsbury's pancake mix, Ritz crackers, Shredded Wheat, Snider's catsup, Spry, Sunshine Cheez-Its and Hi-Ho crackers, Swanson's Fancy Foods, Swift's meats (all products), Ten-B-Low ice cream mix, Underwood deviled ham, Vermont Maid syrup, and Welch's cherry preserves.

Beverages: Borden's Instant coffee, Canada Dry, Cliquot Club ginger ale, Coca Cola, Doctor Pepper, Evervess, Florida grapefruit juice, Libby's tomato juice, Maxwell House coffee and Instant coffee, Ovaltine, Pepsi-Cola, Royal Crown Cola, Sanka coffee, Sanka Instant, 7-Up, Sunsweet prune juice, and Welch's grape juice.

Smoking Requisites: Camel cigarettes, Chesterfield cigarettes, Edgeworth pipe tobacco, Lucky Strikes, Old Gold, Pall Mall cigarettes, and Prince Albert tobacco.

Confections: Adams gum, Beech-Nut gum, Clark's teaberry and Tendermint gums, Life Savers, Mars Bars, Richardson's After-Dinner mints, and Planter's Cocktail peanuts.

Pet Requisites: Gaines dog food.

Milk-Bone dog biscuits and Tiny Bits, Pard dog food, Red Heart dog food, and Puss 'N Boots cat food.

Household Needs: Air-Wick, Clorox, Flit, Johnson's Wax, Oxydol, Rinso, Sani-Flush, Simoniz, Spic and Span, and Swift's Cleanser.

Personal Needs: Kleenex, Lifebuoy, Palmolive, Renuzit, Scott Tissue, Shinola, Sitroux, Sweetheart Soap, and Woodbury Soap.

The Independent Grocers Alliance publishes a monthly house magazine called *The Independent Grocergram*; also, the *IGA Merchandiser*, a monthly. These take up and discuss various features and problems in the foods merchandising field. The March issue of the *Grocergram* and the April issue of the *Merchandiser* were largely devoted to the promotion of the *IGA-Life* campaign to both wholesalers and retailers.

Under the heading, "IGA and Life Sponsor Gigantic Sales Event," a box carried this message in the March *Grocergram*:

**Are price declines coming?
YES, definitely.**

How to meet the situation?

By increasing store traffic—and volume!

Here just at the right time—is an unusual opportunity for *IGA* store owners to acquire that vital extra volume!!! Read about this great *IGA-Life* magazine sales promotion, starting on this page.

By-lined articles follow. The authors, Bob Hague, commentator, the New America; Ford Perine, director of merchandising, *Life* magazine; Bee Strawway, food merchandising manager, *Life*; a report on the Mid-Winter Conference of the *IGA* featuring a heart-to-heart talk by J. Frank Grimes, president. He is quoted as saying:

Buyers' Market Now

"We are faced with a buyers' market now. Sixty-five percent of the American families are now living on their current income. They are watching prices. This is going to force prices down. Now, whether we lower our prices willingly or grudgingly is going to tell whether or not it is going to be a healthy period. There is still time for every business to take an inventory of its stock and start an orderly movement of slow items to stand such a shock.

"We must introduce into business more economies, new ideas and methods, as the pressures of higher prices—and the resistance of these prices on the part of the public—become manifest. We then must resort to our ingenuity for ways and means of lowering costs of distributing and producing goods.

"Only in this way can we bring those items back into the price range where the people can buy—and we can again step into a period of prosperity."

Bee Strawway, food merchandising manager, *Life* magazine, in her message to the *IGA* wholesalers and retailers, said: "We believe that once an advertiser has placed his sales message with *Life* our participation in his sales campaign has just started. When food advertisers alone spend \$11,000,000 in *Life* in one year, they and we have a purpose, that is to direct more people into the stores. Therefore the three of us—the magazine, the advertiser and you are mutually interdependent."

Complete figures on the result of the most widely and most earnestly promoted two-weeks sales campaign in the history of *IGA* are not fully available, but reports coming in say that the buying public has responded amazingly.

When "ONE PRICE" was still a new-fangled idea



Washington's Woodward & Lothrop like most of the better stores throughout the country were reading specialized publications that later became identified with Haire.

And in modern Washington...

... today the great Woodward & Lothrop store, outstanding exponent of sound merchandising... subscribes to ALL the Haire merchandising publications.



**MORE EFFECTIVE BECAUSE
THEY'RE MORE SELL-ECTIVE**

HAIRE

SPECIALIZED MERCHANDISING PUBLICATIONS
1170 BROADWAY, NEW YORK 1, N.Y.

Package by the Central States Paper and Bag Co., Inc., 5221 Natural Bridge, St. Louis 15, Mo., for the De Journette Manufacturing Co., P. O. Box 4342, Atlanta 2, Ga.



how to WIN a PLACE in SHOW *package it in*

VUEPAK

Your product can "steal the show" ... both in display space and sales ... when you show it in Vuepak.

Actual tests prove that merchandise in transparent, full vision Vuepak outsells opaque, vision-blocking packages by as much as six to one. No wonder alert merchandisers give it better display! For instance, the manufacturer of this Curly-Top Doll reports his company is "particularly pleased with the way the showbox is pushed to the front by the various merchandising establishments . . . the showbox has introduced our product to the windows where it catches the attention of passers-by."

Your product, too, can sell itself not only to consumers but to retailers as well when packaged in rigid Vuepac. See your package fabricator or use the coupon to get full details. Vuepac: Reg. U.S. Pat. Off.

MONSANTO CHEMICAL COMPANY, PLASTICS DIVISION
Dept. SMP 5, Springfield 2, Mass.

Please send me full information on Vuepac for packaging.

Name _____ Title _____

Firm

Address _____

City _____ **State** _____ **Zip** _____

INDUSTRY WHICH SERVES HUMANKIND

MAY 1, 1948



"NOT ON MY PAYROLL... BUT WORKING FOR ME!"

Railway Express is part of everyone's business, always ready to go to work for you just where and when you need it, whether you use its nationwide shipping facilities daily or only occasionally.

Now available to Railway Express—and to your business—are 500 high-speed, passenger train-equipped cars. New motor vehicles, too, are part of the constructive Railway Express effort to offer you better service.

These and other improvements take time—and money. Add to them today's higher maintenance and operating costs and you will see the necessity for adequate rates which are helping to make Railway Express America's high standard shipping service.

RAILWAY EXPRESS



...Maintains 23,000 offices (there's one near your factory, office or home)... Uses 10,000 passenger trains daily... Has 18,000 motor vehicles in its pick-up and delivery services... Offers extra-fast Air Express with direct service to 1,078 cities and towns.



NATION-WIDE RAIL-AIR SERVICE

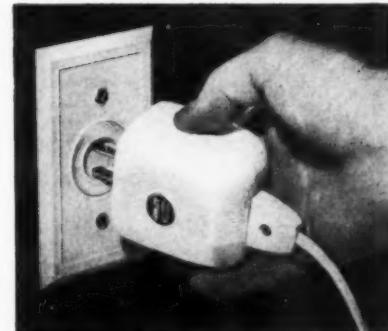
coming your way . . .

..... **TractorKab** is a heater hood designed to capture heat from the tractor engine and circulate it through the tractor cab. Even when the tractor is idle the hood protects the engine, making unnecessary inside storage for the tractor. The TractorKab is produced by Automatic Equipment Manufacturing Co., Pender, Nebraska.

..... **photoexact copier** enables office help without professional training to produce professional appearing photo copies of business records, photographs, drawings blueprints, tracings, press clippings, graphs, charts and other papers. It is large enough to handle full size newspaper reproductions. It can be operated in subdued office light, without lens or darkroom. An illustrated booklet, describing the Photoexact Copier is available free upon request to American Photocopy Equipment Co., 2849 N. Clark St., Chicago.

..... **shipping bags** of Vinylite plastic are particularly suited for carrying products where lint from a conventional shipping sack could damage or contaminate the material. These bags, produced by Kestral Corp., Springfield, Mass., will withstand repeated use and rigorous handling. Holes are easily mended by heat-sealing. The bags have high tear and moisture resistance, and chemical inertness.

..... **inverter** turns alternating current into direct current, making an electric shaver run up to 88% faster, giving a smooth, quick shave without causing static in the radio. Produced by Electronic Specialty Co., 3456 Glendale Blvd., Los Angeles 26, Calif., the Ranger inverter is distributed through Schick service stores.



INVERTER produces faster shaves with direct current, eliminates radio static.

..... **Ice Cream O'Mat** is a self-service ice cream dispenser, which delivers at the press of a button any one of six flavors. By placing dispensing buttons in a row, the manufacturer insures that as many as six customers can make purchases simultaneously. The first package in is the first package sold. A coin operated dispenser soon will be available from Frosted Food O'Mat, Inc. of California, 4166 Broadway, Oakland 11, Calif.



PLASTIC sacks are particularly useful to hold materials which could become contaminated by lint.

A Current List of Selected Information Sources

Compiled under the direction of **PETER B. B. ANDREWS**,
Former Industrial Economic Advisor, War Production Board

Part II

Final installment of the revised reference list* of information sources. The keys used throughout the listing are as follows:

Q=Quarterly
M=Monthly
F=Fortnightly
W=Weekly

* Indicates Government sources, material obtainable from Government Printing Office, Washington 25, D. C.

GROSS NATIONAL PRODUCT

National product of the U. S. estimated in dollars. (Q)—Dept. of Commerce.*

GYPSUM AND PRODUCTS

Imports and production of gypsum and products in units in various categories. (Q)—Dept. of Commerce.*

HEATING & VENTILATING EQUIPMENT

Orders, shipments and stocks, in units. (M)—Dept. of Commerce.* Water heaters, range boilers, and hot water storage tanks production and unfilled orders, inventories, in units, and shipments in units and value for 30 items—Bureau of the Census.*

HIGHWAY CONTRACT AWARDS

In sq. yds. (M)—Dept. of Commerce.*

HOME MORTGAGES

Outstanding, in dollars. (M)—Federal Housing Administration.*

HOSIERY

Production, shipments and stocks, in units. (M)—National Association of Hosiery Manufacturers, 468 Fourth Avenue, New York.

HOTELS

Data on average sale per occupied room, per cent of total rooms occupied, and restaurant sales index. (M)—Horwath & Horwath, 551 Fifth Ave., New York.

* This bibliography is a revision of an earlier listing of the same title distributed by SM's Readers' Service Bureau as No. 135. If your library is using the No. 135 list, please destroy it and substitute the new one. Part I of this listing appeared in SM for April 15. About June 1 a complete reprint, embodying both parts, will be available through the Readers' Service Bureau, price 25c.—The Editors.

HOUSEFURNISHINGS

Retail trade sales index. (M)—Federal Reserve Board.*
Chain store and mail order sales in dollars. (M)—Dept. of Commerce.*
Production index of furniture. (M)—Federal Reserve Board.*
Wholesale and retail price index. (M)—Dept. of Labor.*

HOUSING

Building materials retail trade sales index. (M)—Federal Reserve Board.*
Mortgages, farm and non-farm, in dollars. (M)—Federal Housing Administration.*
New dwelling units scheduled to be started. (M)—Dept. of Labor.* See also: Building.

IMPORTS

By commodity classes, in dollars. (M)—Dept. of Commerce.*

INCOME PAYMENTS

Salaries and wages, and total agricultural and non-agricultural income; also total national income payments in commodity producing industries, distributive industries, service industries and government, in dollars. (M)—Dept. of Commerce.*

INCORPORATIONS

New business incorporations, in units. (M)—Dept. of Commerce.*

INDUSTRIAL PRODUCTION

Indexes of total production for leading industries. (M)—Federal Reserve Board.*

INSTALMENT ACCOUNTS

Instalment accounts, department stores, and ratio of collections to accounts receivable, indexes. (M)—Federal Reserve Board.*

INSURANCE

Life insurance admitted assets, insurance written and premium collections. (M)—Life Insurance Association of America, 165 Broadway, New York.

Payments to policyholders and beneficiaries, in dollars. (M)—Institute of Life Insurance, 60 East 42nd St., New York.

Periodic releases, financial analyses of insurance companies—Standard & Poor's Corp., 345 Hudson Street, New York.

INTEREST AND MONEY RATES

Bank rates to customers, in per cent, (Q). Federal credit bank loan rate, in per cent, (M). New York City open market rates for commercial paper, time loans and call loans, in per cent, (M).—Federal Reserve Board.*

INVENTORIES

Indexes on manufacturers' inventories of autos, iron and steel, nonferrous metals, electrical machinery, transportation equipment, chemicals, food, paper, petroleum, rubber, textile-mill and other goods. Also estimated value of manufacturers' inventories in dollars. (M)—Federal Reserve Board.*
Total estimated inventories in durable goods stores and non-durable goods stores, retail, in dollars. (M)—Dept. of Labor.*

IRON AND STEEL

Operations, percentage of capacity. (W)—American Iron & Steel Institute, 350 Fifth Avenue, New York.

Indexes of manufacturers' production, orders, shipments and inventories. (M). Profits and dividends of 47 companies, (Q)—Federal Reserve Board.*

Ore, iron, scrap and steel production in units. (M)—Dept. of Commerce.* Employment, payrolls, average worker earnings, in units and dollars, (M). Wholesale prices, (M)—Dept. of Labor.*

JEWELRY

Retail trade, in dollars, all stores; also index. (M)—Dept. of Commerce.*

KNIT OUTERWEAR & UNDERWEAR

Garments produced, by approximately 60 sex, age, fiber content, and kind of garment classifications; quantity of yarns and purchased fabrics consumed, by fiber content; value of shipments. (M)—Bureau of the Census.*

LABOR FORCE

Estimated labor force totals in manufacturing, mining, construction, transportation, trade, finance and Government. (M)—Dept. of Labor.*

LEATHER

Hides, skins and leather production in units, prices in dollars. (M)—Dept. of Commerce.*

Leather and Products production indexes. (M)—Federal Reserve Board.*

Employment, payroll and average worker earnings in units and dollars. (M)—Dept. of Labor.*

LUMBER

All types lumber production, shipments, stocks, in units. (M)—National Lumber Mfrs. Association, Washington, D. C.

Maple flooring, orders, production, shipments, stocks, in units. (M)—Maple Flooring Manufacturers Association, 332 So. Michigan Ave., Chicago.

* Washington 25, D. C.

Oak flooring orders, production, shipments and stocks, in units. (M)—Oak Flooring Mfrs. Association, 830 Derman Bldg., Memphis, Tenn.
Imports, exports, and statistics on various types. (M)—Dept. of Commerce.*
Production index on lumber. (M)—Federal Reserve Board.*
Employment and wage conditions, index. (M)—Dept. of Labor.*

MACHINERY & MACHINE TOOLS

Electric overhead cranes, foundry equipment, heating and ventilating equipment, warm air furnaces, pumps and water systems, and machine tool orders, shipments and stocks in units. (M)—Dept. of Commerce.*

Figures on profits and dividends of 69 companies. (Q)—Federal Reserve Board.*

MAGNESIUM WROUGHT PRODUCTS

Shipments and unfilled orders, by major type of rolled, drawn, and extruded product. (M)—Bureau of the Census.*

MAIL ORDER SALES

Catalog sales of mail order houses in dollars. (M)—Dept. of Commerce.*

MALLEABLE IRON CASTINGS

Shipments, new and unfilled orders. (M)—Bureau of the Census.*

MANUFACTURERS' PRODUCTION

Indexes of durable and non-durable production. (M)—Federal Reserve Board.*

MEATS

Meat production, shipments, consumption and inventories, in units, prices in dollars. (M)—Dept. of Agriculture.*

METALS

Production, shipments, stocks, imports and exports in units of all leading metals, including aluminum, copper, lead, tin, zinc, iron and steel, and fabricated products. (M). Prices in dollars. (M)—Dept. of Commerce.*

Production indexes, (M). Figures on profits and dividends of 77 companies. (Q)—Federal Reserve Board.*

Employment, payrolls, and average worker earnings in units and dollars. (M)—Dept. of Labor.* See also individual metals in this Directory.

MILK

Production and utilization in dairy products, in lbs. and prices in dollars. (M)—Dept. of Agriculture.*



MONEY SUPPLY

Deposits, all banks, and currency outside banks, in dollars. (M)—Federal Reserve Board.*

MONEY STATISTICS (General)

See: Banking, Consumer Credit, Currency in Circulation, Dividends and Interest, Capital Flotations, Foreclosures, Home Mortgages, Securities and Investments.

OFFICE MACHINERY

Shipments and unfilled orders, in units and value, for 20 items. (M)—Bureau of the Census.*

OIL

See: Gasoline and Oil.

ORDERS

Manufacturers' new orders, totals for durable and non-durable goods; indexes. (M)—Federal Reserve Board.*

PAINTS AND LACQUERS

Sales of paint, varnish, lacquer, and filler by type of outlet, (M). Quantity and value of sales of clear nitro-cellulose lacquers, pigmented lacquers, lacquer bases and dopes, and lacquer thinners, (Q)—Bureau of the Census.*

PAPER

Orders, production, shipments and stocks, in units, for all paper mills, covering printing paper, fine paper, and wrapping paper. (M)—American Paper & Pulp Association, 122 East 42nd Street, New York.

Newsprint statistics of production, shipments and stocks for North American continent, in units. (M)—Newsprint Association of Canada, 2280 Sun Life Building, Montreal, Canada.

Domestic production, shipments and stocks of newsprint—Newsprint Service Bureau, 342 Madison Ave., New York.

Newsprint consumption by newspapers and others in U. S.—American Newspaper Publishers Association, 370 Lexington Ave., New York.

Production indexes for paper, paperboard and newsprint. (M)—Federal Reserve Board.*

Employment, payrolls and average worker earnings in units and dollars. (M)—Dept. of Labor.*

PAYOUTS

Indexes of all leading manufacturing and non-manufacturing industries. (M)—Dept. of Labor.*

PERSONAL INCOME

In dollars, seasonally adjusted at annual rates in several categories. (M)—Dept. of Commerce.*

PLANT & EQUIPMENT EXPENDITURES

Expenditures, overall, and for electric & gas utilities, manufacturing & mining, railroads, commercial & miscellaneous, in dollars. (Q)—Dept. of Commerce.*

PLASTICS

Shipments and consumption in thousands of lbs. (M)—Dept. of Commerce.*

Consumption and shipments of plastics and synthetic resins, including cellulose and mixed ester plastics, phenolic

and other tar acid resins, urea and melamine resins, polystyrene resins and vinyl resins, by type, and by end use. (M)—Bureau of the Census.*

PLUMBING

Production, shipments and stocks of vitreous china plumbing fixtures, by type. (Q)—Bureau of the Census.*

PLYWOOD

Production, shipments and consumption, and stocks of plywood by type; consumption and stocks of logs and blue; covers all manufacturers of softwood plywood in the Pacific Northwest. (M)—Bureau of the Census.*

PORCELAIN ENAMELED METAL PRODUCTS

Shipments of porcelain enameled metal products, by classes of products enameled. (M)—Bureau of the Census.*

POSTAL SAVINGS

In millions of dollars. (M)—Federal Reserve Board.*

PRICES

Retail and wholesale price indexes for leading industries. (M)—Dept. of Labor.*

Fairchild Index for apparel, home furnishings and piece goods. (M)—Fairchild Publications, 8 East 13th St., New York.

Prices for all farm goods. (M)—Dept. of Agriculture.* See also: Cost of Living.

PRINTING

Index of activity in the printing industry. (M)—Federal Reserve Board.*

PROFITS AND DIVIDENDS

In dollars for these industries: iron & steel, automobiles, other transportation equipment, nonferrous metals and products, other durable goods, foods, beverages and tobacco, oil producing and refining, industrial chemicals, other non-durable goods, miscellaneous services, electric utilities. (Q)—Federal Reserve Board.*

PUMPS

New orders for steam, power, centrifugal and rotary pumps, in dollars. (M)—Dept. of Commerce.*

Shipments of pumps and water systems, by types, in units. (M)—Dept. of Commerce.*

PURCHASING POWER OF THE DOLLAR

As measured by wholesale prices, indexes of cost of living, retail food prices and prices received by farmers. (M)—Bureau of Labor Statistics.*

RAILROADS

Revenue freight loaded and received from connections, (W). Car surplus and car shortage report, (F). Condition of cars and locomotives, (M).—Association of American Railroads, Washington, D. C.

Railroad operations, equipment, financial statistics, employment, wages, data in indexes and units. (M)—Interstate Commerce Commission.*

* Washington 25, D. C.

SALES MANAGEMENT

"GENERAL MILLS..."
 feels very strongly that the basic and important roots of our free society in the United States are based on a healthy and progressive system of Education. We therefore are wholeheartedly supporting the Advertising Council's campaign designed to improve the nation's schools."

S. C. Gale, Vice-President
GENERAL MILLS, INC.



Merry Christmas, Miss Miller...

Dear Miss Miller:

You work hard.

It is no easy task to turn 27,000,000 boys and girls into healthy, intelligent citizens. Yet in your quiet, effective way that is what you and the million other teachers of America's children are helping to do. And you are doing it in spite of generally inadequate pay scales, overcrowded classrooms, and widespread indifference to your problems.

We cannot forget that our company has a very real stake in the results of your guidance and leadership. Quite suddenly these boys and girls of yours will become the workers, the farmers, the stockholders and the customers upon whom we depend for existence.

Helping you to plant the seeds of good citizenship seems to us to be sound business. That's why, for example, we are working with elementary school teachers in a joint Nutrition Education program . . . why we are cooperating to the fullest with those organizations seeking to improve your working and living conditions.

And so, Miss Miller, we want you to know that our "Merry Christmas" to you this season carries with it sincere thanks and appreciation for the vitally important job you are doing.

Yours sincerely,

The Men and Women
 of General Mills



General Mills



The Best Public Relations Advertising

Is Public Service Advertising!



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Davenport Newspapers for
Complete Information.

NEW JERSEY'S FOURTH LARGEST MARKET

BAYONNE
cannot be sold
FROM THE OUTSIDE

76%

THE BAYONNE TIMES

14%

ALL OTHER PAPERS COMBINED

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THE BAYONNE TIMES 76% Family Coverage is 93% home delivered and the most concentrated coverage in New Jersey. \$67,205,000 in Retail Sales for 1946 makes Bayonne a good home market. Bayonne's 100 diversified industries insures you a good industrial market.

Send for the 1947 Market Data Book.

THE BAYONNE TIMES

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295 Madison Ave., New York • 228 N. LaSalle St., Chicago

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BY LEON EPSTEIN

Newest booklet in the SELLING SIMPLIFIED Series. Available soon for quantity purchases. SAMPLE COPY FREE to executives writing on company letterhead.

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AMERICA'S FINEST MARKETING MAP of the United States for Sales and Executive Use

— PLUS —



203 Beautiful Sales Wall Maps covering the Major U. S. Markets. All Maps 65 x 44" mounted, mechanically indexed, cellophane laminated. INQUIRIES cordially invited. FREE Illustrated Brochure upon request.

HEARNE BROTHERS
24th Flr., National Bank Bldg., Detroit 26, Mich.

Comprehensive analyses of railroads, with investment advice on railroad securities. (W)—Standard & Poor's Corp., 345 Hudson St., New York, fee.

RAYON

Linear yards produced for approximately 40 fabrics; quantity of yarn consumed by type, and the number of looms assigned to each fabric; machinery active, and total spindle or machine hours operated. (Q)—Bureau of the Census.* See also: Clothing.

REAL ESTATE

Loans and mortgages, in dollars. (M)—Federal Housing Administration.* Indexes of housing and rent cost. (M)—Dept. of Labor.*

RESTAURANTS AND BARS

Retail sales in dollars of eating and drinking places, and index, (M). Retail sales in dollars of eating and drinking in chain stores, and index. (M)—Dept. of Commerce.*

RFC LOANS

Reconstruction Finance Corp. loans to business enterprises and others, totals in dollars. (M)—Dept. of Commerce.*

RETAIL TRADE

Chain stores, department stores, mail order and rural stores, general merchandise stores, sales in dollars and indexes; also inventories in dollars, covering leading commodities and services. (M)—Dept. of Commerce.* Percentage increase or decrease of retail sales by independent stores by various businesses—Bureau of the Census.*

ROSIN AND TURPENTINE

Production and stocks, in units, (Q), and prices, (M)—Dept. of Commerce.*

RUBBER

Natural rubber, synthetic rubber and reclaimed rubber production, consumption and stocks, in tons. (M)—Dept. of Commerce.*

Rubber industry production indexes. (M)—Federal Reserve Board.*

Employment, payrolls, hours, earnings. (M)—Dept. of Labor.*

RURAL STORES

Feed and farm supply sales in retail stores, in dollars. (M)—Dept. of Commerce.*

SALES, MARKETING & DISTRIBUTION

See: Chain Store Sales, Consumer Credit and Expenditures, Currency in Circulation, Dept. Store Sales, Deposits in Banks, General Merchandise Stores, Income Payments, Instalment Accounts, Inventories, Manufacturers' Production, Money Supply, Orders, Personal Income, Prices, Retail Trade, Rural Stores, Shipments, Spending, Variety Store Sales, and Wholesale Trade.

Forecast of retail sales and services by city index, city national index and in millions of dollars for sales and services, (M). Sales forecast and ratings on 97 industries, (Q). *Annual Survey of Buying Power*, covering basic marketing data on regional markets by geographical divisions of the U. S.—Sales Management, 386 Fourth Avenue, New York.

SCALES AND BALANCES

Shipments, in dollars. (Q)—Dept. of Commerce.*

SECURITIES AND INVESTMENTS

Buying and selling transactions by officers of companies, of their own companies' stock. (M)—Securities & Exchange Commission.*

Business and economic trend analysis, as well as intensive analysis and forecast of individual industries, railroads, utilities, banks, investment trusts and industrials, and securities of these industries, corporate earnings, dividends, prices and other security data, both foreign and domestic. Services, fee, ranging from daily to quarterly releases, comprehensive in the field of securities and investments—Standard & Poor's Corp., 345 Hudson St., New York.

SEWING MACHINES

Production and stocks in units, and shipments in quantity and value, for all types of domestic sewing machines. (M)—Bureau of the Census.*

SHINGLES

Production and shipments of red cedar shingles, by grade and length; production and shipments of shakes; shingle imports from Canada. (M)—Bureau of the Census.*

SHIPBUILDING

Data on employment conditions and payrolls. (M)—Dept. of Labor.*

SHIPMENTS

Manufacturers' shipments for durable and non-durable goods; index. (M)—Federal Reserve Board.*

SHOES

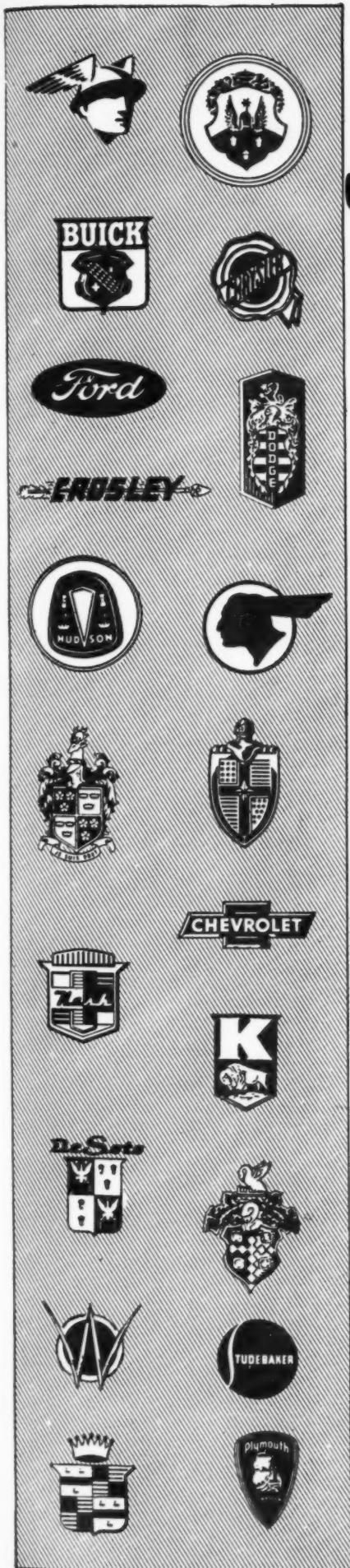
Production, in units, men's, women's, boys', girls' and infants'. (M)—Dept. of Commerce.*

Shoe sales by states, and per capita consumption estimated. (M)—Boat & Shoe Recorder, 100 East 42nd St., New York.

SOCIAL SECURITY STATISTICS

Bulletin and other releases of statistics.

* Washington 25, D. C.



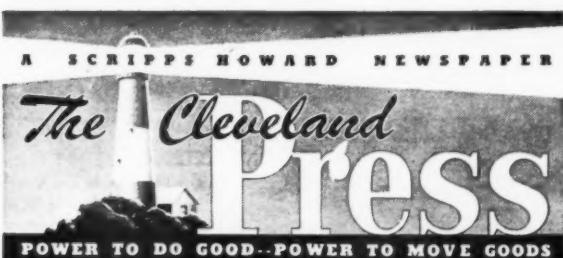
How many did you sell in Cleveland in 1947?

**The Second Annual Analysis
of New Car Sales published
by The Cleveland Press gives
this and other answers.**

This factual Analysis of New Car Sales not only tells how many new cars of each make were sold in the Cleveland area in 1947 but also measures sales by 341 individual census tracts, economic quarters, and 26 different municipalities. It separately reports sales to individuals and to business concerns and public institutions. It reports the ratio of families to sales in each census tract and the average number of sales per dealer for each make.

All figures are based on a continually maintained record of each and every new car sale as it is registered in Cuyahoga County. Information is punched on tabulating cards and accumulated monthly figures are used for each annual report.

This continuous research project offers an ideal method to check results of your advertising and distribution. Copies are available to manufacturers and distributors selling new cars in Cleveland and to their advertising agencies. Contact the nearest office of Scripps-Howard Newspapers or write to The Cleveland Press direct.



summarizing employment security activities. (M)—Social Security Board.*

SPENDING

Personal consumption expenditures reported in dollars at annual rates, for automobiles and parts, furniture and household equipment, other durable goods, clothing and shoes, food and alcoholic beverages, gasoline and oil, semidurable house furnishings, tobacco, and other non-durable goods, (Q); also for services, including household operations, housing, personal service, recreation, transportation, and other services—Dept. of Commerce.*

STEEL

See: Iron and Steel.

STOKERS

Shipments in units for each of five classes of mechanical stokers. (M)—Bureau of the Census.*

STOVES

Production, inventories, and unfilled orders in units, shipments in units and value, by type of fuel consumed for domestic stoves. (M)—Bureau of the Census.*

STRIKES

Number of work stoppages and number of workers involved, man-days idle during month, and per cent of available working time. (M)—Dept. of Labor.*

SUGAR

U. S. delivery, supply and stocks, in tons. (M)—Dept. of Commerce.*

SULPHUR

Production and stocks in tons. (M)—Dept. of Commerce.*

TELEPHONE, TELEGRAPH, CABLE & RADIO-TELEGRAPH

Operating statistics of each of these industries in units and dollars. (M)—Federal Communications Commission.*

TEXTILES

Cotton, rayon and wool fiber production, imports and stocks, in units, prices in dollars—Dept. of Commerce.*

Production indexes. (M)—Federal Reserve Board.*

Employment, payrolls, hours, earnings—Dept. of Labor.* See also: Apparel.

TIRES

Tire and tube production, shipments and stocks in units. (M)—Dept. of Commerce.*

TOBACCO

Production of fine cut, plug, scrap chewing, smoking, snuff and twist, and consumption in units. (M)—Dept. of Internal Revenue, Treasury Dept.*

Tobacco crop, estimate, & harvest. (Q)—Dept. of Agriculture.*

Tobacco leaf exports, imports and stocks. (M)—Dept. of Commerce.*

Tobacco trade. (M)—Dept. of Commerce.*

TRAILERS AND TRAILER COACHES

Trailer coach production in units and shipments in units and value; truck trailer production in units, by type, according to use, size, or construction. (M)—Bureau of the Census.*

TRANSPORTATION

Commodity and passenger transportation indexes. (M)—Dept. of Commerce.*

Index of manufacturers' orders, shipments, and inventories of transportation equipment, excluding automobiles. (M)—Dept. of Commerce.*

Figures on profits and dividends of 68 transportation equipment companies and five automotive companies. (Q)—Federal Reserve Board.*

TRAVEL

Visitors to national parks of the U. S. (M)—Dept. of the Interior.*

Foreign travel, passports issued, U. S. citizen arrivals and departures, emigrants and immigrants, number, (M).

WATER SYSTEMS

Value of shipments, by type of equipment. (M)—Bureau of the Census.*

WATERWAYS

Periodic reports of traffic, domestic, in units—U. S. Inland Waterways Corp.*

WHOLESALE PRICES

Indexes of leading manufacturing industries, and of agriculture. (M)—Dept. of Labor.*

WHOLESALE TRADE

Estimated sales in dollars for durable and non-durable goods establishments, and estimated inventories in dollars for all wholesalers. (M)—Dept. of Commerce.*

WOOL MANUFACTURERS

Stocks of wool and related fibers by grade, origin, and class, held by dealers, manufacturers, and topmakers, (Q). Comparison of consumption of materials by type of fiber, class, grade and origin; yarn production by type of yarn and system of spinning, (M). Machinery activity by type of machine, (M). Woolen and worsted woven goods production by class of fabric, (Q).—Bureau of the Census.*

Rooms occupied in hotels and restaurant sales index, (M). Passenger-miles of airlines and railroads, (M). Passengers carried on transit lines, (M).—Dept. of Commerce.*

TRUCKS

Factory sales and exports of trucks in units. (M)—Dept. of Commerce.*

UNEMPLOYMENT

Totals of unemployed. (M)—Dept. of Labor.*

UTILITIES

See: Electric Power, Gas, Telephone, Telegraph, Cable and Radio-Telephone, Cable and Radio-Telegraph.

VACUUM CLEANERS

Shipments in units. (M)—Dept. of Commerce.*

VARIETY STORES

Sales in dollars. (M)—Dept. of Commerce.*

VETERANS' UNEMPLOYMENT ALLOWANCES

Number of veterans' claims and dollars paid out. (M)—Veterans' Administration.*

WAGES

Average weekly and hourly earnings for leading durable and non-durable goods industries. (M)—Dept. of Labor.*

WAREHOUSE OCCUPANCY

Space occupied in public merchandise warehouses, in per cent of total. (M)—Dept. of Commerce.*

WASHING MACHINES

Domestic washing machines, shipments in units. (M)—Dept. of Commerce.*

WATER SYSTEMS

Value of shipments, by type of equipment. (M)—Bureau of the Census.*

WATERWAYS

Periodic reports of traffic, domestic, in units—U. S. Inland Waterways Corp.*

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* Washington 25, D. C.

SALES MANAGEMENT

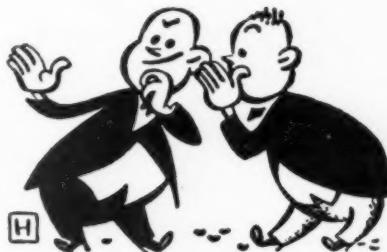


SULLIVAN BUSINESS PUBLICATIONS

80 Wall Street • New York 5, N.Y. • Phone HAnover 2-4341



WHY SHOULD AN ARCHITECT USE MARKET RESEARCH?



A research organization like National Analysts does business with a variety of customers. For instance, the other day an architect employed us to make a survey of a bus terminal.

He had been commissioned to modernize a bus terminal and wanted to know how many persons used the building, and at what hours.

We discovered that 47,000 persons entered the building in a typical 24 hours. But we also discovered that 80 percent of the present building space was improperly used.

This survey didn't cost very much, but the facts we discovered enabled the architect to do a better job.

Perhaps you need to know something about your business—or your competitor's! We have a nationwide organization that can get you facts, and get them promptly. A conference, in your office or ours, costs you nothing.

NATIONAL ANALYSTS, Inc.

WASHINGTON

PHILADELPHIA

SAN FRANCISCO

EXECUTIVE OFFICE

1425 CHESTNUT ST.

PHILADELPHIA 2, PA.

A Complete Marketing and Research Organization with National Coverage

Media and Agency News

NEWSPAPERS

Six advertisements in the February 4 issue of *The San Francisco News* attracted sufficiently high attention to place among the 10 best-read advertisements measured to date, in their respective categories, in the Continuing Study of Newspaper Reading, according to the 117th report published by The Advertising Research Foundation, Inc., in its continuing newspaper readership research studies.

Men's readership of national, local, and amusement advertising in the survey issue was above average, as was women's readership of national advertising.

Two color advertisements, both national, won places on the list of national advertisements best-read by women that day—and one of them also placed on the men's list compiled for the survey issue. A 1,000-line Carnation Ice Cream advertisement topped the women's list that day and placed second on the men's list by scoring Women—35% and Men—23%.

The other advertisement, an M. J. B. Coffee display, ran 1,000 lines on the back page of the paper where it caught the attention of 13% of the men and 17% of the women. The women's score was high enough to give it fourth place on their list.

Two national advertisements ranked among the 10 best-read advertisements, percentage-wise, in their respective categories for all studies to date. One was a 1,000-line Zenith Radio display which took a three-way tie for third place on the all-study Household list by scoring Men—26% and Women—20%. It also topped the men's list of best-read national advertisements in the survey issue.



Not tomorrow, but now. Let BSN help you do it!

Styled as a humor panel, a 232-line Yellow Cab Co. advertisement on one of the sports pages scored Men—20% and Women—11%. This was high enough to give it seventh place, percentage-wise, among all Transportation advertisements measured so far. It also gave it fourth place on the men's list of best-read national advertisements that day.

A recent announcement by *The Sun*, New York City, has made known to local and national advertisers and to advertising agencies the availability of market information heretofore unavailable concerning the

sure and that which has less sensitivity.

2. Buying habits for the New York City Market as a whole as well as for families reading *The Sun* exclusively among New York City evening newspapers.

3. The share of retail store business obtained by department stores from all New York City families and from exclusive *sun* families.

4. The proportion of exclusive *sun* readers who were college-educated, home owners, had telephones, radios, automobiles, refrigerators, washing machines, to all families in the market.

The panel operation was conducted by Private Opinions, Inc., under the supervision of its president, Dr. Raymond Franzen, following months of planning with *The Sun's* promotion director, Lawrence W. Merahn, and research manager, Thomas W. Black.



NEW OFFICERS of the National Newspaper Promotion Association: (Left to right) president, Edgar S. Bayol, editorial promotion manager, *New York World-Telegram*; vice-president, Vernon Churchill, promotion manager, *Portland Journal*, Ore.; secretary-treasurer, Frank A. Knight, promotion manager, *Charleston Gazette*, W. Va.

New York City market area. This daily-diary pioneering project, conducted among 1,700 families in the five boroughs and 11 counties during two months in 1947, has already won high recognition from advertising practitioners having received a first place medal for "original research achievement" in The Annual Advertising Awards Competition.

More than 32,000 purchases of apparel and home furnishings were tabulated. The final net sample totaled 1,356 families and was comprised of more than 4,500 individual family members. The area covered by the sample includes about 85% of the families living within the 50-mile trading area.

Some of the information contained in the panel shows:

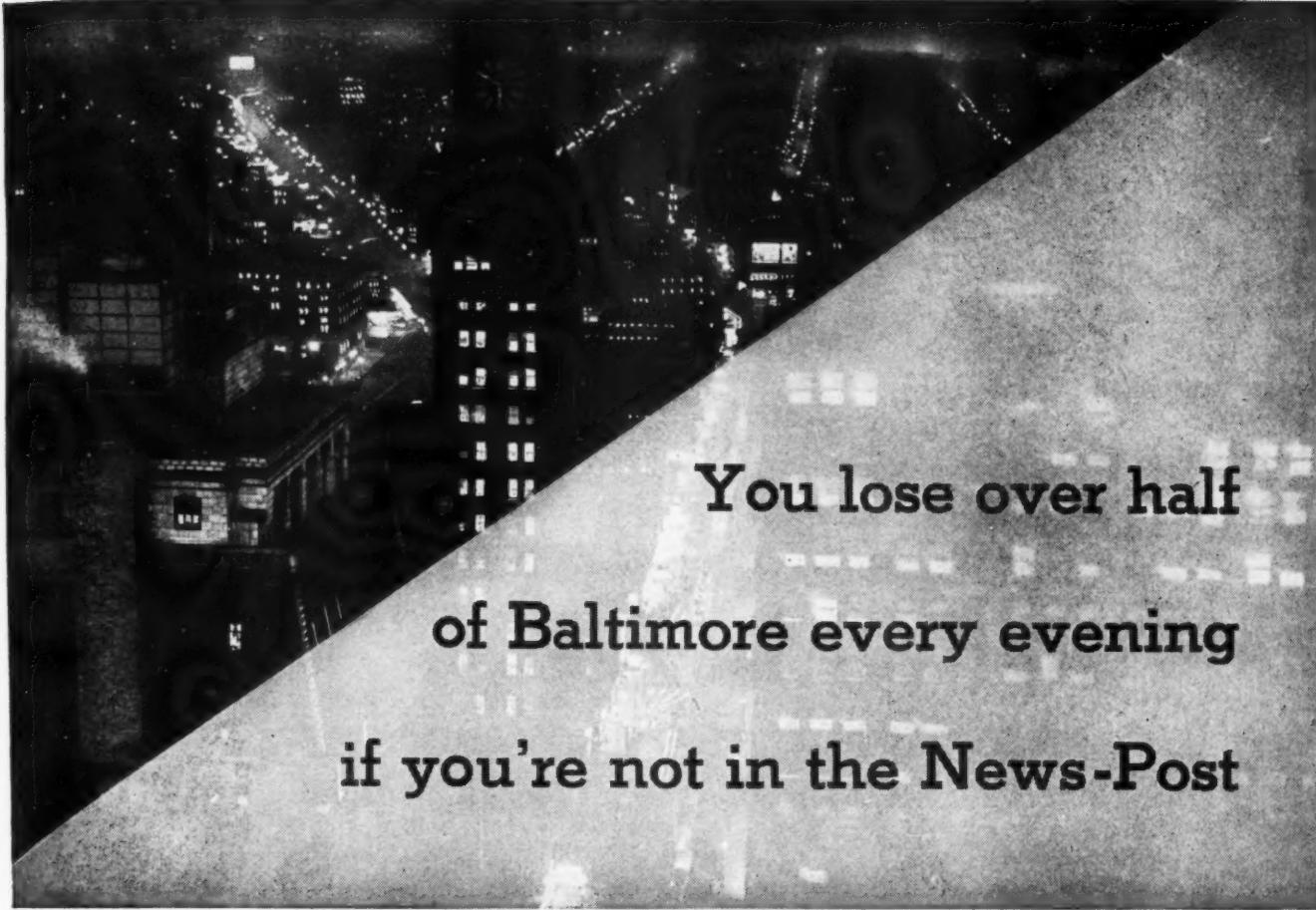
1. The share of retail business obtained by department stores, as a group, as compared with their share of the retail store advertising effort. Data contained in this section also shows the commodity buying which responds readily to advertising pres-

John D. Thees, Jr., for the last three years in charge of department store advertising for the *New York Herald Tribune*, is appointed retail advertising manager.

Information on the more than 8,900 weekly newspapers in the United States is provided in the new 1948 Newspaper Directory issued by Newspaper Advertising Service, Inc. representatives for more than 5,000 weeklies. Besides the names of the weeklies and their publishers, the 200-page book gives rates, circulation figures, area designation, mechanical data, and names of county seat towns.

RADIO

The 4th Annual Radio and Business Conference sponsored by The City College School of Business and held recently in New York City, attracted wide interest among listeners, advertisers, and executives of advertising agencies and the radio indus-



You lose over half
of Baltimore every evening
if you're not in the News-Post

- Half measures can't sell full volume anywhere. And in Baltimore you cut your sales potential to less than half if you're not in the News-Post. For the News-Post is the only evening paper that goes into 52.3% of Baltimore's 398,994* homes every evening.
- Full sales volume is a "must" in Baltimore's constantly expanding market. Here, in 1947, food sales alone were over \$370 million.**
- You put sales into high gear when you put your message into the News-Post. The News-Post packs a powerful sales punch every evening with 208,719 families, who live within the A.B.C. City and Retail Trading Zone. (Total Net Paid 222,605.)

To bring your Baltimore sales up to par bring
your Baltimore market information up to date.

*A.B.C. City and Retail Trading Zone based on Bureau of
Census 1947 Report for Baltimore Metropolitan District.

**Sales Management Survey of Buying Power, 1948

1st in circulation in the 6th largest city

Baltimore News-Post

A HEARST NEWSPAPER — Represented Nationally by HEARST ADVERTISING SERVICE
MAY 1, 1948



KIRO, CBS Seattle, Wash., affiliate, is first independent station to buy Housewives Protective League program. Left to right are: Saul Haas, president of the Queen City Broadcasting Co., KIRO owners; J. Kelly Smith, CBS director of station relations; Howard S. Meighan, CBS vice-president and general executive.

try. The enthusiasm generated for this conference has surpassed that of other years due to the high order of showmanship injected into the proceedings.

A few of the significant facts and opinions stated during its final panel on "The Business Future of Radio and Television" follow:

Craig Lawrence, general manager, Station WCOP, Boston: "BMB should be very valuable in showing relationship of AM, FM and television."

Noran E. Kersta, director of television operations, NBC: "Television is about the most robust industry going today. There are between 200,000 and 250,000 sets in circulation now, and will be from 750,000 to 1,000,000 by the end of the year. There were only 10,000 a year ago. And a year ago there were 30 advertisers; over 200 now."

George C. Dibert, vice-president, J. Walter Thompson Co.: "There are 21 television stations on the air now. Monthly production of receivers is currently 50,000."

Mr. Dibert believes that the growth of television will affect radio and other media much the same way as did the development of radio; that while it will bite into the percentage share of the national advertising dollar, it will not (as radio did not) keep other media from earning far more actual dollars as national advertising increases.

Results of the first Gilbert Youth Research Organization survey in the radio field, just disclosed, reveal a

potential buying power of over \$1,000,000,000 for children in the United States between the ages of eight and 14 years. The survey was made for the National Broadcasting Co. as part of the network's long-range youth program planning.

Interviews were conducted by the Gilbert Organization with 1,100 boys and girls in the eight to 14 age group in New York City, Chicago, Pittsburgh, and Philadelphia.

"You are now an honest-to-goodness, cash 'stakeholder' in WOW-Land—the richest part of God's great big green world!" So begins a letter publicizing the 25th anniversary of Station WOW, Omaha,

Neb. Enclosed is a savings account bank book with one dollar already deposited for the recipient. The letter is signed by John J. Gillin, Jr., president and general manager of the station. Aside from its slick attention-getting value, the promotion reflects WOW's philosophy of continuity in its advertising and artfully echos its copy theme.

TELEVISION

More than 2,000 eastern franchised television dealers, coming from as far as Troy, N. Y., and Baltimore, Md., attended the three-day 3rd Annual "Television Institute and Industry Trade Show" recently held at the Hotel New Yorker, N.Y.C.

Leading television set manufacturers showed the newest receivers of all sizes, prices and types in the largest video trade display ever held. The *New York Herald Tribune* issued a special 20-page supplement in conjunction with the opening of the institute and show, which is sponsored annually by *Televisioner* magazine.

Approximately 500 radio and television executives from all parts of the United States and Canada attended the three days of panel discussions.

The results of a special coincidental telephone survey, revealing a mail response to a single announcement equal to 33% of the television sets tuned to a program on a single day, have been announced by Hugh M. Beville, Jr., director of research, NBC.

The survey was made among television set owners in the New York City area in relation to the recent



PLAQUE Award for the outstanding radio program is presented by Dr. John Gray Peatman (left) to Wadill Catchings, president of Rayshow, Inc., for "The Greatest Story Ever Told." Seated is James D. Shouse, president of Crosley Broadcasting Corp. whose station, WLW won plaque for outstanding promotion.

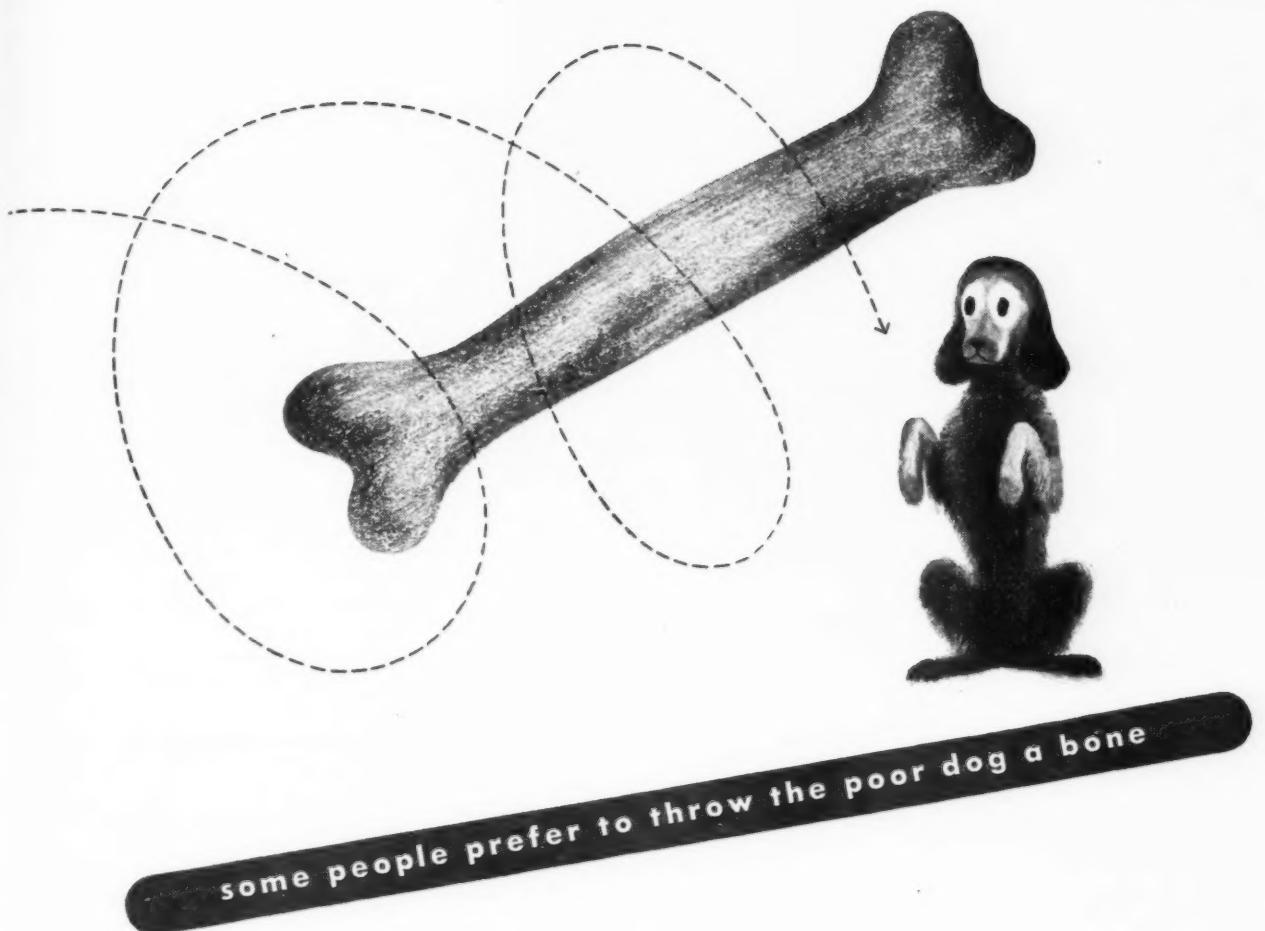
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In one mid-west market, 60% of the people who own and operate a dog still cling to this primitive method of fueling their pets—while in another, less than 100 miles away, only 6% have resisted the march of prepared dog-food.

And it's that way for anything you make or sell—markets differ as people and their tastes and habits differ.

Today, with sales and distribution costs ganging up on the productivity of the national advertising dollar, it makes more sense than ever to look at your markets *individually*—put your chips on the ones that produce sales *at a profit*.

The newspaper is the perfect medium for just that job. It lets you concentrate on high-potential *local* markets, gives your product powerful *local* "frames of reference," puts your whole national advertising effort firmly on selling's first base, namely—

All Business Is Local

The Bureau of Advertising, ANPA, is in business to help you chart your market opportunities.
Write, wire or call: 370 Lexington Ave., N. Y. 17, Murray Hill 5-8575 • 360 N. Michigan Ave., Chicago 1, State 8681 • 240 Montgomery St., San Francisco 4, Exbrook 8530

Published by the Toledo Blade in the interest of more effective advertising.



NOT WHALE OIL, but Tydol Gasoline and Veedol Motor Oil, are being promoted by Douglas Leigh's latest: a blimp-born whale twinkling over East Coast.

mail response to a series of six offers made on the "Howdy Doody" program over the NBC East Coast video network.

A total of 20,000 letters and postcards was received as a result of the first announcement. Five subsequent announcements, made during the following 10 days, brought an additional response of 35,000 letters and postcards, making a grand total of 55,000.

The coincidental telephone survey, which was made following the fifth program offer, revealed that 31% of the home television sets were tuned to the show. Projected against the estimated 198,000 home sets in the five-station NBC network area, this indicated 61,400 sets tuned to the program.

"Assuming that 31% of the sets were in use on the day of the first announcement," Mr. Beville says, "the initial response of 20,000 represented one letter from every three home sets in use. As a result of six announcements the 55,000 responses represented a 28% return based on the estimated total of 198,000 home sets in the program's network area."

Business Magazines

A unique "walking man" merchandising plan which will reward New York City's pharmacists, drug clerks and cosmeticians with cash prizes when they suggest products advertised in their union publication, has begun in *Drug News*, monthly publication of the Retail Drug Store Employees Union, Local 1199, CIO.

This plan is designed to draw greater attention to advertisers in the

publication and to provide them with immediate and direct results at the point-of-sale.

According to Alex Smith, advertising director of the publication, a "walking man" (or woman) is visiting a number of stores each week. He (or she) asks for a drug or cosmetic product without specifying any brand name. If the clerk suggests an item advertised in *Drug News*, a cash prize will be awarded on the spot. Proprietors of the stores are also eligible.

No additional charge other than cost of space is planned for participating advertisers. Mr. Smith reports that advertisers in the publication are enthusiastic, with some offering to augment the cash awards by donating free merchandise to clerks who recommend their own product.

The "walking man" merchandising plan is the latest of a series of aids to advertisers which have helped 1199 *Drug News* maintain a consistent volume of advertising from the drug and cosmetic industries.



KENNETH W. STOWMAN, named television sales manager of Philadelphia's new station WFIL-TV.

during the past seven year period.

A method of measuring advertising media said to affect the future buying of over \$3,000,000,000 of space annually has been announced by Harry Singer, publisher of *Media Digest*.

The theory is presented in the April issue of *Media Digest* in an article written by Edgar A. Steele and entitled "The Missing Link In Media Selection."

Mr. Singer, when questioned at a reception to the press at the Biltmore Hotel, New York City, stated that "advertising media, up until now, could never have been measured accurately, because although they have been analyzed quantitatively and qualitatively, they are yet to be measured 'competitively'. Just as repetition is regarded as one of the greatest assets of advertising, competition must be regarded as one of its most important liabilities.

"While the amount of advertising carried by any medium is not the final measurement of its ability to produce sales, the competitive advertising carried by a medium must be weighed as being a possible deterrent to the potential sales available to any advertiser within a particular classification."

It is announced that Steele's theory of 'Relativity and Competitive Quotient' is to be available to all agencies, advertisers and media with complete directions for its application to any classification of advertising.

RELATED SERVICES

A new cooperative sampling service, The Samplizing Plan, Inc., has been made available to manufacturers of nationally advertised products sold in food, drug, and housewares stores. Through a copyrighted and large-scale newspaper advertising campaign, it undertakes the complete handling of mass distribution of regular size packages to consumers in saturation quantities in all the leading markets in the country.

According to Charles W. Curran, president, The Samplizing Plan accomplishes its distribution at a fraction of present distribution costs. In the 21 markets in this country with 100,000 families, or more, participation is estimated to cost one cent per family. Manufacturers are guaranteed non-duplication and that the products sampled will be non-competitive.

Headquarters of The Samplizing Plan, Inc., have been established at 53 East 42nd Street, New York City, and branch offices are to be set up in other major cities.

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IMAGINE Coney Island without the
Merry-Go-Round...



or Cincinnati without the
Times-Star...



ASK ANY CINCINNATIAN

MAY 1, 1948



It's easy to see how inseparable Cincinnati and the Times-Star really are . . . department stores in 1947 placed 1,650,687 more lines of advertising in the Times-Star than in the second-best paper.

HIGH SPOT CITIES

Retail Sales and Services Forecast for May, 1948

Retail volume in May is estimated by SALES MANAGEMENT's Research Department at \$13.5 billion, a new high for the month and 182.5% higher than the corresponding 1939 month.

Of the 214 cities listed below, 148 should have May gains greater than the nation as a whole. The 214 cities are expected to do 52.3% of the nation's total volume of retail sales and services.

Wichita heads the list with a city-index of 470.0 followed by: South Bend, Ind., 466.5; San Jose, Calif., 465.2; San Diego, Calif., 455.0; Fresno, Calif., 448.4; Tucson, Ariz., 442.6; Topeka, Kan., 427.3; Miami, Fla., 417.6; San Bernardino, Calif., 409.6; Oakland, Calif., 406.7; Spartanburg, S. C., 400.5; Phoenix, Ariz., 400.4; Long Beach, Calif., 391.3; Houston, Tex., 390.8; Albuquerque, N. Mex., 390.7.



Sales Management's Research and Statistical Department has maintained for several years a running chart of the business progress of approximately 200 of the leading market centers of the country. Some important cities are omitted because month-to-month data on their bank

debits are not available. These bank debits reflect 95% of all commercial activities, are the most reliable indicators of economic trends, and are used as a basic factor in SM's estimating.

The estimates cover the expected dollar figure for all retail activity, which includes not only retail store sales as defined by the Bureau of the Census, but also receipts from business service establishments, amusements and hotels. These last three items are forms of retail expenditure which belong in the grand total since they are just as much examples of retail expenditure as the purchase of coffee in a food store or apparel in a clothing store.

Two index figures are given, the first called, "City Index." This shows the ratio between the sales volume for this year's month and the comparable 1939 month. A figure of 175.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 75% over the similar 1939 month. . . . The second column, "City-National Index," relates that city to the total probable national change for the same period. A city may have a sizable gain over its own past, but the rate of gain may be less than that of the Nation. All figures in the second column above 100, indicate cities where the change

is more favorable than that for the U.S.A. The City-National figure is derived by dividing the index figure of the city by that of the nation. The third column, "\$ Millions" gives the total amount of retail sales and services estimate for the same month as is used in the index columns. Like all estimates of what will happen in the future, both the index and the dollar figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Of greater importance than the precise index of dollar figures is the general ranking of the city, either as to percentage gain or total size of market as compared with other cities.

In studying these tables three primary points should be kept in mind.

1. How does the city stand in relation to its 1939 month? If the "City Index" is above 100, it is doing more business than in 1939. This is currently true of all 200 cities.

2. How does the city stand in relation to the Nation? If the "City-National Index" is above 100 it means that the city's retail activity is more favorable than that of the Nation as a whole.

3. How big a market is it? The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-size cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

(These exclusive estimates of retail sales and services are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT.)

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1939 which equals or exceeds the national change.

Suggested Uses for This Index

- (a) Special advertising and promotion drives in spot cities.
- (b) A guide for your branch and district managers.
- (c) Revising sales quotas.
- (d) Basis of letters for stimulating salesmen and forestalling their alibis.
- (e) Checking actual performance against potentials.
- (f) Determining where drives should be localized.

As a special Service

this magazine will mail 10 days in advance of publication, a mimeographed list giving estimates of Retail Sales and Services volumes and percentages for approximately 200 cities. The price is \$1.00 per year.

RETAIL SALES AND SERVICES (SM Forecast for May, 1948)

City	Nat'l	\$
Index	Index	Millions

UNITED STATES

282.5	100.0	13,500.00
-------	-------	-----------

Alabama

★ Birmingham	340.2	121.8	40.40
★ Mobile	333.5	116.5	13.71
★ Montgomery	305.3	107.6	9.04

(Continued on page 116)

SALES MANAGEMENT



Leading N. Y. State's High-Spot Cities is a habit with Hempstead Town. In May, twenty-fourth consecutive month in the lead, retail sales forecast is 220.8% above May 1939; 13.6% above national gain for same period. Volume for May, \$38,350,000



MAY 1, 1948

Hempstead Town and the Review-Star are one and the same idea . . . inseparable, like the hammer and the nailhead.

To sell Hempstead Town, your customers must include that huge phalanx of families with whom the Review-Star is the family newspaper. Follow the sure guidance of outstanding Hempstead Town retailers who advertise regularly in the Review-Star, year in and year out, because their cash registers tell them that this newspaper's readers make up a consistently responsive market . . . for staples or luxuries.

Your copy in the Review-Star is aimed squarely at results, like a hammer falling smack on the nailhead.

Nassau Daily Review-Star

HEMPSTEAD TOWN, LONG ISLAND, N. Y.

Six days a week, 5c a copy • Executive Offices, Rockville Centre, N. Y.

Represented nationally by Lorenzen and Thompson, Inc.

New York • Chicago • St. Louis • San Francisco • Los Angeles

Detroit • Cincinnati • Kansas City • Atlanta

**BUSINESS
IS GOOD
in the
Elizabeth Market**

**TOTAL RETAIL
SALES OVER
\$228,200,000**

... the buy-power of
81%
of Union County's fam-
ilies living in the Jour-
nal's Trading Zone.

For SINGLE Daily
Newspaper Coverage
it's the

Elizabeth Daily Journal
ELIZABETH, N. J.

Special Representatives
WARD-GRIFFITH CO., Inc.

How Effective Can You Get?

The market's ready
and waiting in hustling in-
dustrial Woonsocket.
Plump payrolls, rising re-
tail sales, a quality-of-
market rating 13% above
the national average!
(Source: S. M. Survey)

By using just one paper
—the Woonsocket Call —
your sales message covers
99.6% of the market. Ef-
fective? Try it!

WOONSOCKET



HIGH SPOT CITIES

(Continued from page 114)

RETAIL SALES AND SERVICES (SM Forecast for May, 1948)

	City Index	Nat'l Index	\$ Millions
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Arizona

★ Tucson	442.6	158.3	23.50
★ Phoenix	400.4	143.3	10.75

Arkansas

★ Fort Smith	312.7	112.0	4.83
★ Little Rock	282.5	101.2	14.25

California

★ San Jose	465.2	166.6	25.03
★ San Diego	455.0	163.0	56.74
★ Fresno	448.4	160.5	24.55
★ San Bernadino	409.6	146.6	11.17
★ Oakland	406.7	145.6	81.43
★ Long Beach	391.3	140.0	44.67
★ Berkeley	380.2	136.1	15.35
★ Pasadena	374.8	134.2	23.07
★ Los Angeles	341.5	122.4	300.62
★ Stockton	332.0	118.9	15.50
★ Sacramento	290.3	104.0	22.48
★ Santa Barbara	287.4	103.0	8.42
San Francisco	270.7	96.9	135.05

Colorado

★ Denver	315.6	113.0	62.53
★ Pueblo	292.0	104.6	7.94
★ Colorado Springs	291.4	104.3	7.75

Connecticut

★ Stamford	305.7	109.4	11.40
★ Hartford	295.8	105.9	35.97
★ Bridgeport	286.2	102.5	24.15
★ New Haven	284.6	101.8	26.33
Waterbury	245.3	87.8	13.25

Delaware

Wilmington	266.2	95.3	21.93
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District of Columbia

Washington	279.0	98.8	109.50
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Florida

★ Miami	417.6	147.9	40.13
★ Pensacola	366.7	129.8	5.64
★ Tampa	363.4	128.7	17.05
★ Jacksonville	330.5	117.2	27.00
★ St. Petersburg	302.3	107.1	11.67
★ Orlando	295.2	104.6	8.72

Georgia

★ Columbus	375.0	133.0	10.22
★ Atlanta	370.2	131.2	55.00
★ Macon	357.3	126.5	10.84

RETAIL SALES AND SERVICES (SM Forecast for May, 1948)

	City Index	Nat'l Index	\$ Millions
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★ Albany	312.4	110.6	4.08
★ Savannah	305.6	108.2	12.91
★ Augusta	282.5	100.0	7.68

Hawaii

★ Honolulu	360.0	127.5	60.00
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Idaho

★ Boise	344.2	122.0	6.53
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Illinois

★ Rockford	363.6	128.8	16.15
★ Peoria	300.4	106.3	19.50
East St. Louis			
Moline-Rock Island			
N. Moline	275.0	97.4	12.25
Chicago	272.6	96.6	47.00
Springfield	265.8	94.0	12.80

Indiana

★ South Bend	466.5	165.2	21.63
★ Fort Wayne	364.2	129.0	22.27
★ Gary	347.4	123.1	19.55
★ Evansville	323.5	114.6	20.50
★ Indianapolis	308.3	109.2	66.44
Terre Haute	267.8	94.8	10.74

Iowa

★ Sioux City	385.4	136.5	14.00
★ Des Moines	305.0	108.0	24.95
★ Davenport	294.7	104.3	10.57
★ Cedar Rapids	288.6	102.2	10.25

Kansas

★ Wichita	470.0	166.5	30.07
★ Topeka	427.3	151.4	16.00
★ Kansas City	345.2	122.3	12.85

Kentucky

★ Louisville	300.5	106.5	40.67
Lexington	271.3	96.1	11.35

Louisiana

New Orleans	274.3	97.1	60.83
Shreveport	260.4	92.2	18.25

Maine

★ Lewiston-Auburn	310.2	109.9	8.02
★ Bangor	290.4	102.8	6.11
★ Portland	282.6	100.1	13.75

Maryland

★ Baltimore	295.7	104.7	132.50
Cumberland	266.3	94.3	7.15

Massachusetts

★ Springfield	284.7	100.8	26.00
Holyoke	276.8	98.0	7.48
New Bedford	276.0	97.7	12.37
Worcester	275.5	97.5	27.25
Fall River	275.2	97.4	12.55
Boston	230.5	81.6	133.00
Lowell	210.6	74.5	10.87

(Continued on page 117)

(Continued from page 116)

RETAIL SALES AND SERVICES
(SM Forecast for May, 1948)

City	City	
City	Nat'l	\$
Index	Index	Millions

Michigan

★ Lansing	355.6	125.9	16.50
★ Jackson	336.1	119.1	10.00
★ Detroit	321.5	113.9	250.00
★ Battle Creek	317.3	112.5	8.72
★ Grand Rapids	310.4	110.0	26.92
★ Flint	305.7	108.2	23.88
★ Kalamazoo	300.0	106.3	12.00
★ Saginaw	295.4	104.7	9.53
Bay City	262.6	93.0	7.08
Muskegon	248.2	87.8	7.15

Minnesota

★ Minneapolis	315.7	111.8	86.50
★ St. Paul	290.6	102.8	52.63
Duluth	262.5	93.0	15.45

Mississippi

★ Jackson	365.0	129.3	10.50
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Missouri

★ Springfield	375.2	133.0	8.70
★ St. Joseph	345.3	122.3	8.43
★ Kansas City	320.1	113.4	60.75
St. Louis	270.0	95.6	87.50

Montana

★ Billings	320.4	113.5	6.41
★ Great Falls	307.6	108.9	6.77

Nebraska

★ Omaha	335.0	118.7	34.79
Lincoln	257.8	91.2	12.05

Nevada

★ Reno	388.1	137.5	9.00
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New Hampshire

Manchester	266.7	94.4	9.51
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New Jersey

★ Paterson	310.1	110.0	25.54
★ Newark	307.4	108.9	88.22
★ Elizabeth	300.5	106.5	16.25
★ Passaic	290.5	102.9	15.33
Jersey City			
Hoboken	280.2	99.2	30.50
Camden	260.6	92.3	17.35
Trenton	257.2	91.1	22.65

New Mexico

★ Albuquerque	390.7	138.3	9.50
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New York

★ Hempstead	320.8	113.6	38.35
Township			
★ Niagara Falls	285.2	101.0	8.75
★ Syracuse	283.7	100.5	27.25
★ Binghamton	283.5	100.4	11.41
Troy	282.9	100.2	8.60
Jamestown	280.6	99.4	6.18

RETAIL SALES AND SERVICES
(SM Forecast for May, 1948)

City	Nat'l	\$
Index	Index	Millions

Schenectady	275.3	97.5	11.65
Albany	270.2	95.7	19.52
Buffalo	265.7	94.1	66.27
Rochester	260.5	92.2	40.93
New York	250.0	88.5	850.00
Utica	247.8	87.7	11.20
Elmira	246.4	87.2	7.00

North Carolina

★ Winston-Salem	340.5	120.7	10.50
★ Charlotte	335.0	118.8	18.05
★ Durham	333.6	118.2	9.51
★ Asheville	332.1	117.7	8.85
★ Greensboro	330.4	117.1	9.98
★ Salisbury	305.2	108.2	4.58
Raleigh	243.0	85.1	5.63

North Dakota

★ Grand Forks	352.3	125.0	3.23
★ Fargo	325.0	115.2	6.00

Ohio

★ Dayton	355.0	125.8	36.50
★ Warren	340.7	120.7	7.11
★ Akron	336.4	119.3	40.25
★ Toledo	310.8	110.2	45.00
★ Cleveland	308.6	109.4	132.50
★ Youngstown	304.8	108.0	24.33
★ Cincinnati	290.5	103.0	70.83
★ Canton	285.2	101.1	16.96
★ Columbus	284.4	100.9	49.32
★ Zanesville	284.6	100.8	6.47
Springfield	260.3	92.2	8.15
Steubenville	227.6	80.6	5.95

Oregon

★ Portland	346.7	122.9	70.00
Salem	340.8	120.7	7.09

★ Portland	346.7	122.9	70.00
Salem	340.8	120.7	7.09

Pennsylvania

★ Erie	308.0	109.2	16.50
★ York	307.7	109.0	9.93
Chester	280.5	99.4	10.75
Pittsburgh	275.8	97.7	104.50
Allentown	272.7	96.6	16.85
Wilkes-Barre	270.3	95.8	13.00
Bethlehem	263.1	93.2	7.40
Altoona	261.3	92.6	10.04
Lebanon	260.3	92.3	3.18
Johnstown	260.4	92.2	11.15
Norristown	259.8	92.0	5.58
Philadelphia	257.2	91.1	230.00
Lancaster	248.0	87.9	10.82
Harrisburg	247.6	87.7	15.65
Williamsport	245.2	86.9	6.56
Reading	230.6	81.6	14.97
Scranton	205.4	72.8	14.45

Rhode Island

Woonsocket	270.3	95.7	6.02
Providence	260.5	92.3	41.50

(Continued on page 118)

TEST MARKET

TIP

Hold tight to your sales binoculars when you look into the **ASHEVILLE MARKET** FOR A TEST CAMPAIGN

. . . BECAUSE you are in for a pleasant awakening. Six major income

sources combine to produce an annual gross income of \$407,840,000* in this rich 20 county area. It's all yours for the asking . . . and 490,013** natives turn to the **ASHEVILLE CITIZEN-TIMES** exclusive coverage for information on "what to buy."

For route lists, trade information surveys and market data, write, wire or call

ROY PHILIPS, director of advertising

THE KATZ AGENCY, National Representatives

*Sales Management Survey of Buying Power, 1947 figures

**1940 U. S. Census

ASHEVILLE
CITIZEN & TIMES
Morning Evening
CITIZEN-TIMES Sunday
ASHEVILLE, N. C.

ONLY THE BETHLEHEM GLOBE-TIMES
Covers
prosperous
growing
busy

Payrolls in the Bethlehem-Allentown market—Pennsylvania's third largest market—soared 16% during last January. Here's a typical indicator of the prosperity in this market—a market that you can't cover without the **Globe-Times** . . . because only the **Globe-Times** covers Bethlehem.

ROLLAND L. ADAMS, Manager

Represented Nationally by DE LISSE, INC.

WINSTON-SALEM BANK CLEARINGS UP 18% IN 1947— OVER 1946!

Total: \$1,412,985,000

To tap this financial reservoir in Winston-Salem, place your advertising in the Winston-Salem Journal and the Twin City Sentinel . . . the newspapers which saturate U.S. 100th Market in the South's Number 1 State, —a "must" for advertisers with something to sell!

WINSTON-SALEM TWIN CITY
JOURNAL and SENTINEL
MORNING SUNDAY EVENING
National Representative KELLY-SMITH COMPANY

SALISBURY
NORTH CAROLINA
16th In Population Ranks
In
1st Per Capita
DRUG SALES
(TIED WITH ASHEVILLE)
Write for copy of
BRAND PREFERENCE SURVEY
POST
Evening and Sunday Morning
SALISBURY, N. C.
WARD-GRIFFITH CO., Representatives

FULL COVERAGE FOR YOUR PACIFIC COAST DISTRIBUTION!

Aggressive, well-established Western sales organization specializing in packaging products now considering new lines. Complete Pacific Coast distribution, warehouse, sales and service facilities, plus experienced field sales force and competent office staffs assures proper and effective representation. Over 30 years successful experience in handling nationally recognized products. Amply financed. Investigate today. All inquiries confidential. Write or wire: Box 2523, Sales Management, 386 Fourth Ave., New York 16, N. Y.

HIGH SPOT CITIES

(Continued from page 117)

RETAIL SALES AND SERVICES (SM Forecast for May, 1948)

	City Index	Nat'l Index	\$ Millions
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South Carolina

★ Spartanburg	400.5	141.9	8.35
★ Greenville	365.1	129.4	9.29
★ Columbia	306.2	108.5	10.37
Charleston	276.6	98.0	11.20

South Dakota

★ Aberdeen	385.2	136.5	3.88
★ Sioux Falls	360.5	127.7	7.75

Tennessee

★ Knoxville	360.8	127.9	20.45
★ Nashville	342.6	121.5	34.94
★ Memphis	341.4	121.0	45.53
★ Chattanooga	300.5	106.5	17.83

Texas

★ Houston	390.8	137.5	70.68
★ Fort Worth	382.5	135.6	34.50
★ Dallas	378.4	134.2	62.47
★ Amarillo	365.2	129.5	9.89
★ El Paso	360.2	127.7	12.25
★ San Antonio	340.5	121.7	35.63
★ Beaumont	388.7	120.1	10.15
★ Waco	335.3	118.9	8.45
★ Wichita Falls	328.2	116.4	8.76
★ Corpus Christi	311.9	110.6	12.30
★ Austin	295.3	104.7	13.25
Galveston	265.7	94.1	9.52

RETAIL SALES AND SERVICES (SM Forecast for May, 1948)

City Index	Nat'l Index	\$ Millions
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Utah

★ Ogden	376.2	133.5	8.62
★ Salt Lake City	325.7	115.4	26.00

Vermont

Burlington	263.5	93.4	6.15
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Virginia

★ Portsmouth	351.4	124.6	7.75
★ Norfolk	347.8	123.3	24.43
★ Newport News	310.2	110.1	7.35
★ Richmond	300.7	106.6	38.22
★ Roanoke	292.5	103.7	11.75
Lynchburg	242.3	85.9	5.63

Washington

★ Tacoma	356.7	126.5	23.00
★ Seattle	330.5	117.2	82.36
★ Spokane	317.8	112.7	24.50

West Virginia

★ Huntington	314.1	111.4	8.73
Charleston	272.4	95.6	13.00
Wheeling	246.8	87.4	8.10

Wisconsin

★ Green Bay	334.1	118.5	8.25
★ Milwaukee	325.2	115.2	105.00
★ Madison	305.0	108.0	13.00
★ La Crosse	287.5	101.9	6.28
Sheboygan	281.1	99.6	5.50
Superior	271.6	96.2	5.00
Manitowoc	265.7	94.1	4.10

Wyoming

★ Cheyenne	310.2	110.9	4.57
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DO YOU WANT YOUR OWN BUSINESS?

Would you be happiest working for yourself?

Would that awaken in you the energy and enthusiasm that builds a business? Can you organize an office and sales force and develop a territory so customers will come back to you, year after year? If you can soberly and positively answer "Yes" to those questions, write us about yourself. That might be the most profitable step in your life.

As a new distributor, you would join a nation-wide organization, selling and servicing electronic devices costing about \$200, direct to consumers. You would own your business and locate permanently in one territory. You would be rendering a necessary and respected service; so necessary that just a few hundred customers (through repeat purchases, parts and service) would afford you a comfortable living.

The potential of any territory is several times that. And our product is nationally advertised, enjoying an outstanding reputation for ethical sales and scientific achievement. It is one of the leaders of the industry, giving our distributors a high degree of security with incomes up to \$30,000 a year. A few thousand dollars are needed for stock and working capital. A clean record with proof of sales managerial ability are essential. Selling is on a semi-professional level with many customers sent to us by doctors. Your reply will be held in complete confidence. Write fully about yourself. Why you want to, and know you can, successfully operate a business of your own.

Box 2511, Sales Management, 386 Fourth Ave., New York 16, N. Y.

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WHY OVERLOOK 10 BILLION \$\$\$ WORTH OF SALES!

Wake up! 15 million American Negroes buy food, drinks, drugs, cosmetics, other products. They have 10 billion dollars to spend! Tell them what **you** have to sell. The best way is through Race publications, the Negroes' own newspapers and magazines. Through them you make friends with the most loyal customers in the world. Tremendous profits are made through advertising to this great and growing market. For full details write **Interstate United Newspapers, Inc., 545 Fifth Ave., N. Y.**, serving America's leading advertisers for over a decade.

NOTE: We now have facts compiled by the Research Co. of America on brand preferences of Negroes from coast to coast, the only study of its kind ever made. Write now for this free information.

Attention!

A NATIONAL MANUFACTURER

Do you seek a qualified sales executive whose past background with a forward-vision combine now schedules him for a top-flight assignment—a sales director who can co-ordinate your selling program with a competitive market?

Has organized and directed sales of one of country's leading corporations. Responsible for developing programs in all media for distributors and dealers. Has thorough knowledge of paper, household equipment and appliance industries, but would be interested in permanent connection with any progressive concern. Present position secure but greater responsibilities and more active opportunity desired. References are of highest calibre.

Communications confidential; Box 2532, Sales Management, 386 Fourth Avenue, New York 16, N. Y.

ADVERTISING SALES LITERATURE

Copy, layouts, ideas for Publications and Direct Mail, expertly prepared at low cost.

ROBERT PETERSON, Phone Central 6750, 442 Civic Opera Bldg., Chicago 6

SALES EXECUTIVE POSITION WANTED

Graduate Harvard Business School, 1935. Over five years sales engineering experience. Thereafter, established and completely supplied a chain of 40 retail consumer goods outlets. Subsequently, established and successfully operated six customer service centers covering the New England market. For further details write Sales Management Box No. 2533, Sales Management, 386 Fourth Ave., New York 16, N. Y.

DISTRICT SALES MANAGER

business machines. Unlimited opportunities for man, 30-45, experienced in adding, book-keeping, calculating, or cash registering machine promotion. Progressive, well established company. Good starting salary and expenses. Include age, experience, photo, availability in reply. Write Box 2534, Sales Management, 386 Fourth Ave., New York City.



The "THOUGHT RECORDER"

KEEP BUSINESSMEN FROM FORGETTING
KEEP OTHERS FROM FORGETTING THEM

A new kind of loose leaf pocket or desk memo book, but with no rings to open or close and requiring no punched sheets. Standard 3 x 5 size, made of genuine Morocco. Fast becoming standard equipment for executives, professional people, salesmen, students. Sold only by mail. Your money back if you do not like it. Postpaid with 300 blank filler sheets for \$2.50. Your name gold stamped on cover, 25 cents.

THE IDEAL GIFT REMEMBRANCE
THOUGHT RECORDER COMPANY
Room 304, 406 Market St., St. Louis 2, Mo.

COMMENT

SALESMEN'S UNION—A TIGER!

You are a sales executive.

How would you like to wake up tomorrow morning to find your own salesmen suddenly only 25% loyal to you and 75% loyal to a union . . . insolently—or tolerantly—telling you to go to hell when you asked them for weekly call reports, or for a special effort?

You are a president.

How would you like to feel shamefacedly forced to say to your friend, a SALES MANAGEMENT editor: "Upon advice of counsel I can't talk about our relations with our salesmen—they're unionized"?

That's the spot New York liquor presidents and sales executives are in today. They've been in it for years. Their salesmen are solidly unionized. They refer to the union as "a nice peaceful tiger—with a glint in its eye."

• • •

THIS situation made us feel like carrying a gun in the left armpit as we painfully ferreted out the material for the article in this issue on pages 45, 46, and 48. The data came almost in whispers, and guarded ones at that. Some of it came at night, on Sundays, and "out of the office." Some good men in the liquor business will be holding their breath after the article has appeared. What a situation in the *sales* field!

Don't say to yourself: "Sales unionism can't happen to *me*." It has happened already to executives managing liquor sales forces on the Pacific Coast. (SM, February 15, 1948, pages 46-58.)

Don't say: "But it can't happen in *my* industry." It has happened already in automobiles (SM, January 15, 1948, page 82), in insurance, drugs, furniture, crackers, millinery—of which you will be able to read later in SM. Why, then, can't it happen in machine tools, office equipment, toiletries, farm machinery, steel, or whatever you sell? It can and it may if you management executives do not forestall it.

• • •

How can you forestall unionism among your men?

Take a quick inventory right now of your dealings with them and your attitude toward them.

Are they getting a square deal with no favoritism? Have they a full chance to make a good living if they work? Do they get training, recognition, encouragement? Are you making a serious effort to sell them on your company and make them feel "on the team"? Is there plenty of reason why they should be truly loyal and even enthusiastic about you and your outfit? Are you providing something in the way of future security?

Is it the basic philosophy of yourself and your company: "Our *human* assets are the most valuable assets of this company"?

If the answer is an honest, thoughtful "Yes," then you are not seriously threatened with those penalties of unionism: loss of control over your men and loss of their fullest productive effort. But think it over.

Do you *know* what, if anything, is griping your men today? Take an opinion poll and find out. Do it in a way that allows your people to reply freely and *anonymously*. Then answer their gripes the best you can—but honestly and fairly. Do everything you can to correct the causes. Set up a good grievance clearance system for the future. It will give you a better chance to spot your own or somebody else's failures or just plain thoughtlessness, thus enabling you to remedy real troubles before they explode in your face.

• • •

FINALLY we invite you to review often "A Sales Manager's Creed" approved by the National Federation of Sales Executives (SM, March 1, 1947, page 124). Here are its main points, in brief:

Salesmen shall get fair compensation during training. They shall be consulted before their pay or territory is changed. Earnings of commission or bonus salesmen shall be unlimited unless otherwise specified at time of employment. When selecting salesmen for promotion, their differing territorial sales potentials shall be considered. They shall receive the same vacation, job or income security and other benefits as do other employees.

All "house" and "no commission" accounts shall be clearly defined in advance of solicitation. Salesmen's paper work shall be held down to a minimum and the value of it explained. Expense policies shall be uniform except where variations are clearly justified. Any system which shows a salesmen either a profit or a loss on expense accounts shall be discouraged. Salesmen shall be given a contract or letter covering conditions of employment.

If quotas are used, (a) salesmen *may* know how their figures have been determined, and (b) the figures shall be based on accurate and adequate criteria or on reliable, seasoned personal judgment.

Pressure to achieve results shall be of a constructive nature, avoiding the use of "fear" psychology or threatened loss of employment.

No matter where a salesman may be located, he shall be provided with a simple means for stating his grievances, which shall be promptly considered and answered.

• • •

UNIONISM among salesmen is on the march. Don't shut your eyes to it, but, most important, don't shut your eyes to the *causes* of it. You can spot most of the general causes by noting the terms of the New York liquor salesmen's contracts mentioned in this issue. You can readily see what to do about them in "A Sales Manager's Creed." Make sure you are doing those things—and *of your own accord*, thus reaping employe-good-relations benefits—before demands are forced upon you.



GOING STEADY:

By which we mean Fall River and the Herald News are going places—steadily.* This 10-year table of Fall River's progress (1938 through 1947) shows how population has remained stable while income and retail sales have pushed steadily upward.

Fall River's prosperity began before the war, grew during the war, continued to rise after the war and will reach successively higher levels in the next few years as a result of domestic and world demands on its textile, apparel and rubber industries.

FALL RIVER — 1937 THROUGH 1946

(all figures in thousands except Per Family Income)

	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938
Population	130.7	115.1	115.6	115.6	115.6	115.6	115.4	115.6	115.3	115.3
Families	34.9	30.8	30.0	30.0	30.0	30.0	29.8	29.8	27.0	27.0
Retail Sales	\$103,578	95,252	62,513	61,625	60,544	56,650	52,495	45,421	40,480	30,837
Food Sales	\$ 31,437	23,152	20,558	20,295	19,635	16,453	15,276	13,218	11,752	8,974
General Merchandise	\$ 9,708	10,727	7,930	7,451	7,562	6,065	5,617	4,860	4,332	3,300
Drug Sales	\$ 2,269	2,752	2,289	2,262	2,226	1,802	1,680	1,453	1,287	987
Total Gross Income	\$177,658	153,651	148,525	146,462	124,308	109,480	80,506	66,172	63,639	58,754
Per Family Income (Gross)	\$ 5,090	4,989	4,951	4,882	4,144	3,649	2,702	2,222	2,357	2,176

*Circulation of the Herald News—Fall River's only newspaper—shows similar steady progress from 1938 through 1947 . . . no sudden jumps, no circulation drives,

no street sales . . . a sound, expanding coverage—from 29,433 in '38 to 38,154 in '47 . . . asked for by 94.6% of the families in the city zone and trading area.

FALL RIVER HERALD NEWS

FALL RIVER, MASS.

KELLY-SMITH CO NATIONAL REPRESENTATIVES
New York, Boston, Philadelphia, Chicago, Atlanta, Detroit, Los Angeles, San Francisco

In Chicago there's an easier way...with results the same day

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to reach Chicago women
do as retailers do-
use the Chicago Tribune

Department stores invest more of their promotion budgets in the Tribune than in all other Chicago papers combined. To get greater returns from your advertising in Chicago, build your plans around the Chicago Tribune. Rates per line per 100,000 circulation are among the lowest in America.

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